

- b. FY2021 Fall Planning Financial Update
 - c. Deficit Authorization Annual Notice
 - 2. Operational Matters
 - a. Retirement Incentive Program (**ACTION ITEM**)
 - b. Tier 3 Update and Revised Investment Policy Approval (**ACTION ITEM**)
 - 3. Capital Matters
 - a. Schematic Design for Life Sciences and Engineering Building Approval (**ACTION ITEM**)
 - b. Schematic Design Vernon Smith Hall Renovations Approval (**ACTION ITEM**)
 - c. 6-Year Capital Plan Approval (**ACTION ITEM**)
- 11:30 a.m. E. Presentation of FY 2021 Goals – Dr. Washington
- 11:45 a.m. **IX. Closed Session**
 - A. Personnel Matter (Code of VA: §2.2-3711.A.1)
 - B. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - C. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- 12:00 p.m. **X. Adjournment**

In accordance with Virginia Code, public comment will be taken during this electronic meeting. Please visit the “Meeting Agendas and Materials” page on the Board of Visitors website (<https://bov.gmu.edu/>) for details on submitting public comment.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
ELECTRONIC FULL BOARD MEETING**

**May 20, 2020
MINUTES**

Meeting Note: Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the May 20, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. Public comments for this meeting were received via an online form posted on the Board of Visitors webpage (<https://bov.gmu.edu/>). The full video recording of the meeting may be accessed at <https://vimeo.com/421278865>.

Present: Rector Tom Davis, Vice Rector James Hazel, Secretary Horace Blackman, Visitors Simmi Bhuller, Anjan Chimaladinne, Juan Carlos Iturregui, Mehmood Kazmi, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Nancy Prowitt, Paul Reagan, Edward Rice, Denise Turner Roth, Robert Witeck, and Lisa Zuccari.

Also Present: Student Representatives to the Board Camden Layton and Natalie Gelbvaks, Faculty Representative to the Board Shannon Davis, Interim President Anne Holton, Senior Vice President for Administration and Finance Carol Kissal, Interim Provost and Executive Vice President Mark Ginsberg, Vice President for Research Deb Crawford, Vice President for Advancement and Alumni Relations Trishana Bowden, Associate Provost for Academic Initiatives and Services Janette Muir, Director of Accreditation Matt Smith, University Auditor Ed Dittmeier, University Counsel Brian Walther, and Secretary pro tem Leslie Barton.

I. Call to Order

Rector Davis called the meeting to order at 12:01 p.m., noting the presence of a quorum. He advised that the Board would receive written public comments during the meeting through the Board of Visitors website. [ATTACHMENT 1]

II. Recognitions

A. Undergraduate and Graduate Student Representatives

Rector Davis recognized the 2019-2020 student representatives to the Board, Camden Layton and Natalie Gelbvaks. He offered for Camden Layton to provide remarks and introduce his successor. Mr. Layton thanked the Board and President Holton for the opportunity to work with them over the past year. He then advised that his successor as Student Body President and representative to the Board would be Shelby Adams, a junior majoring in criminology. Camden will return to Mason next year to pursue his MPP in Education Policy.

Rector Davis recognized Shelby Adams to provide remarks as the incoming undergraduate Student Body President and representative to the Board. Shelby expressed the privilege and honor of serving as the next student representative, understanding that it is an important role, and that she would advocate for student needs to the best of her ability.

Ms. Gelbvaks thanked the Board for having a graduate student representative to the Board to represent the interests of graduate students. Ms. Gelbvaks advised that the next Graduate Student Body President and representative to the Board would be Lilianna Deveneau. Ms. Deveneau stated that her goal in working with the Board and Mason community is to ensure creativity, collaboration, and support so that Mason could continue to lead the way in a post-pandemic world. She thanked the university leadership for their student-centered approach in meeting the pandemic challenges.

Rector Davis thanked Camden and Natalie, and stated the Board looked forward to working with Lilianna and Shelby.

Rector Davis proceeded to recognize and congratulate several student scholarship recipients, including a Goldwater Scholar and three Fulbright Scholars, referring to the meeting materials for the students' names and stories.

B. Early Identification Program

Rector Davis then recognized the graduates of Mason's Early Identification Program (EIP). A video was presented which featured Khaseem Davis, Director of EIP, and two EIP students, Maryam Kargar and Jackelin Castro-Felix, who shared their EIP experiences. *[The video can be accessed within the full meeting video at <https://vimeo.com/421278865>]*

Rector Davis proceeded to acknowledge this year's Jack Wood Award recipients, directing the Board's attention to the corresponding details in the meeting materials. The awards recognize Mason and community individuals and groups who demonstrate leadership and foster mutually beneficial relationships between the university and the community.

III. Approval of the Minutes (ACTION ITEMS)

- A. Board of Visitors Meeting – February 2020**
- B. Presidential Search Committee Meeting – February 2020**
- C. Board of Visitors Special Meeting – February 7, 2020**
- D. Presidential Search Committee Meeting – February 7, 2020**
- E. Board of Visitors Announcement Committee Meeting – February 12, 2020**
- F. Presidential Search Committee Meeting – February 12, 2020**
- G. Board of Visitors Special Meeting – February 24, 2020**
- H. Executive Committee Meeting Minutes for February 27, 2020**
- I. Meeting Minutes for February 27, 2020**
- J. Public Comment Session Minutes for April 2, 2020**

Rector Davis asked the Board if there were any corrections to the draft meeting minutes provided in the meeting materials. No corrections were offered, and the minutes stood **APPROVED** as written.

IV. Rector's Report

A. Executive Summary

Rector Davis stated that in preparation for the vote on the university budget and tuition, the Board had previously received the Executive Summary for the February 27 board meeting, two resolutions that were passed by the Graduate and Professional Student Association (GAPSA) [ATTACHMENT 2], and all written public comments submitted during the April 2 Public Comment Session and the May 6 Public Forum [ATTACHMENT 3].

B. Appointment of Nominations Committee

In preparation for officer elections at the annual board meeting in July, Rector Davis appointed himself and Visitor Witeck to serve on the nominations committee. Rector Davis explained that since the officer positions are two-year terms and that his term on the Board expires in one year, he would not be seeking re-election as Rector. He explained that the committee would be in contact with board members to solicit their interest in officer positions for the Board's consideration at the July meeting.

Rector Davis recognized President Holton to present the President's Report.

V. President's Report

President Holton acknowledged the unprecedented times the university was experiencing, and the economic and public health crisis being faced. She said that there are Mason students and employees who have taken ill with COVID-19, including a few that are desperately ill. She recognized Mason's faculty and staff for their efforts during this time, specifically citing the efforts of Julie Zobel, Assistant Vice President of Safety, Emergency, and Enterprise Risk Management as well as Renate Guilford, Associate Provost for Academic Administration. President Holton recognized faculty and staff efforts in converting 5,200 courses to a remote environment during spring break, allowing students to progress towards their degrees despite the obstacles created by COVID-19. She stated that 9,700 students would be receiving their degrees. She spoke to the many Mason researchers and students that had turned their efforts to researching COVID-19, referring to her written President's Report in the meeting materials for additional details. She spoke to the groups across campus planning for the fall semester and that it was the administration's intention to open for in-person classes with appropriate precautions. She acknowledged the items beyond the university's control, including the Governor's current executive order to remain closed. She stated that the university is planning for the fall semester on multiple fronts, with the plan to pivot to scenarios accordingly. President Holton advised that Carol Kissal, Senior Vice President for Administration and Finance, would present the proposed budget for FY2021. The proposal is the best effort to address the current crises with the information available, but that it may need to be revisited as information changes. She continued to recognize Mason's success working with the General Assembly to bolster state financial support in the Budget Bill; however, most of the budgetary increases have been frozen pending further action on the state budget. She noted that the Tech Talent Investment Program was protected in the Budget Bill and that work is proceeding as planned on Arlington, the School of Computing, and the Institute for Digital InnovAtion (IDIA). President Holton continued to speak to the university budget, citing budget cuts, non-critical hiring freezes for faculty and staff, and proposed modest tuition increases, including provisions to mitigate the financial impact to students and family to the extent possible. She then spoke to philanthropy at Mason, and the generosity of the Mason community, who combined with existing Mason resources have funded over \$2 million in emergency assistance for students. She noted that the \$10 million in federal money the university received from the CARES Act is in the process of being dispersed to students in need. President Holton noted that the Board would also be presented with information about how to support Mason's undocumented students who are not eligible for many forms of assistance. She then spoke to the leadership transitions ongoing at Mason, including: Mark Ginsberg serving as Interim Provost; Dietra Trent will serve as the Interim Vice President for Compliance, Diversity and Ethics; and Michelle Marks and Deb Crawford who are leaving Mason for other opportunities. President Holton then invited members of the Mason community to participate in the upcoming virtual celebration of graduates.

In concluding her report, President Holton directed the Board's attention to the Core Campus Project Naming Resolution contained in the board meeting materials, requesting the Board's approval.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman to approve the Core Campus Project Naming Resolution as written in the board materials [**ATTACHMENT 4**]. Rector Davis opened the floor for discussion; there was none. He then noted that due to the Budget Bill requirements for electronic board meetings, all votes must be taken via roll call, and the roll call vote proceeded. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.

Rector Davis then recognized President Holton and thanked her for her service as Interim President during such a challenging time. Vice Rector Hazel reiterated the unexpected challenges President

Holton has had to navigate through her tenure and thanked her for her willingness to serve.

VI. Full Board Reports

A. COVID-19 Research Update – Deb Crawford

Rector Davis called on Deb Crawford, Vice President of Research, Innovation, and Economic Impact to provide her report on COVID-19 research conducted at Mason. Dr. Crawford referred the Board to the slides being displayed [ATTACHMENT 5]. She pointed to an increase in Mason research and development (R&D) expenditures over the last five years. Dr. Crawford noted that the majority of current research was being conducted with faculty and students working from their homes, but that there was still some research being conducted on campus and in off-campus facilities, including COVID-19 research at the Biosciences lab, and secure research at off-campus facilities. She reported that Mason is 16% higher in R&D expenditures over the previous year, projecting to surpass \$200 million in 2020. She further indicated that the number of faculty proposals submitted this year show an increase of 7% over the previous year, boding well for FY2021 and FY2022 performance. Dr. Crawford highlighted the importance of Mason institutes, specifically the Institute for Biohealth Innovation, the Institute for a Sustainable Earth, and the Institute for Digital InnovAtion. She then emphasized that the IDIA headquarters would serve as a beacon for inclusive innovation-based economic development in the Rosslyn-Ballston Innovation Corridor, helping to bring community members, corporate partners, and academic partners together. Dr. Crawford then introduced Paula Sorrell, Mason's new Associate Vice President for Innovation and Economic Development and highlighted Ms. Sorrell's primary objectives in her new role. Dr. Crawford provided examples of COVID-19 research at Mason including an antibody test developed by Mason faculty member Lance Liotta; the work of faculty member Elise Miller-Hooks regarding hospital decision-making and resource utilization; faculty member Aarthi Narayanan's work on a COVID-19 vaccine; and the nursing staff in the Mason and Partners Clinics. Dr. Crawford then thanked the Board for their support over the years. Rector Davis then wished Dr. Crawford success in her new role as Vice Chancellor for Research at the University of Tennessee, Knoxville.

B. GMUF Student Emergency Assistance Fund – Trishana Bowden

Rector Davis then recognized Trishana Bowden, Vice President for Advancement and Alumni Relations, to provide a report on the GMU Foundation Student Emergency Assistance Fund. Ms. Bowden began by explaining that in a joint effort with Vice President for University Life, Rose Pascarell, the Office of Advancement shifted the focus of the 2020 Giving Day to a theme of "Patriots Helping Patriots", the goal being to raise money for Mason students facing desperate times during the COVID-19 outbreak. She explained that the office of University Life set up a system to field student requests for financial assistance, and those requests were met through a combination of Stay Mason, CARES Act, and philanthropic funds. She further explained that the requested funds amount to \$6.8 million from 3,300 students and actual awarded funds amount to \$2.25 million to over 2,000 students. Ms. Bowden outlined the philanthropic portion of the fund: the Foundation has raised over \$400,000 from over 1,900 donors; this included 100% participation from university leadership and academic deans; 44% of gifts were given by Mason faculty and staff; 35 Mason students gave a combined total over \$2,700 dollars. She explained that federal funding for students is dependent on their eligibility for Title IV funding, which does not include DACA and international students, placing sole reliance on philanthropic funds for those students. Ms. Bowden concluded by thanking those that have already donated to the fund and asking others to consider making a gift.

Rector Davis reminded everyone that the university may be able to help students in need. He encouraged students to visit the university's website for more information.

C. Faculty Handbook Revisions – Shannon Davis (ACTION ITEM)

Rector Davis recognized Shannon Davis, faculty representative to the Board, to present revisions to the Faculty Handbook requiring Board approval, referring to the board materials for details. Dr. Davis thanked Ms. Bowden and Ms. Pascarell for their work, and all who contributed financially to Patriots Helping Patriots, as some of her own students had benefitted from the program. Dr. Davis proceeded to explain that the revisions to Section 2.6 were for restructuring and clarification, specifically providing faculty members with an opportunity to improve their performance prior to being moved to post-tenure review. She then explained that the revisions to Section 3.2 constituted a cleanup of language, ensuring that in this section it is understood that individual letters on salary increases will no longer come from the Provost to individual faculty members. Dr. Davis concluded her remarks and offered to answer questions.

Hearing no questions, it was **MOVED** by Visitor Rice and **SECONDED** by Visitor Bhuller to approve the faculty handbook revisions as written in the board meeting materials. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Rector Davis then called on Shannon Davis to present the Faculty Senate and AAUP Joint Resolution.

D. Faculty Senate and AAUP Joint Resolution – Shannon Davis

Dr. Davis directed the Board's attention to the Faculty Senate and AAUP Joint Resolution provided in the board meeting materials. She explained that the resolution asked the senior administration and Board of Visitors to affirm their commitment to the principles of shared governance and the idea that decisions are made in consultation with the faculty. Dr. Davis further explained that the resolution asked for commitment to faculty employment contracts, and to extend similar commitments to the staff: that the administration will abide by the university hiring and procurement practices, that the administration and Board of Visitors will articulate a plan to support the faculty and staff over the next year, and to articulate a clear plan for supporting faculty moral.

Rector Davis thanked Dr. Davis for her remarks. Rector Davis expressed that he believed the faculty played a key role in the presidential search and that the Board showed its commitment to the faculty by making Dr. Davis the co-chair of the search, as well as presenting the final candidates to the Faculty Senate. Rector Davis stated his hope that the process forged a spirit of partnership that will continue as the university faces future challenges. He also expressed his desire to have students involved, to the extent possible, and reiterated the Board's commitment to shared governance. Rector Davis opened the floor for discussion.

Vice Rector Hazel agreed with Rector Davis's remarks regarding recent progress towards shared governance. He added that the topic of shared governance was discussed with the candidates during the presidential search. Vice Rector Hazel then **MOVED** that the Board of Visitors reaffirm its commitment to shared governance. The motion was **SECONDED** by Visitor Bhuller. Rector Davis remarked about the importance of earning trust between entities with every meeting and decision that the Board makes. He then opened the floor for additional comments; there were none. **THE MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

VII. Board Bylaw Revisions (ACTION ITEMS)

A. SACSCOC – Visitors Moss and Reagan / Janette Muir and Matt Smith

Rector Davis recognized Visitor Moss to present the bylaw revisions regarding requirements by The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Visitor Moss advised that the Board needed to adopt bylaw revisions to comply with two accreditation standards:

- Procedures for dismissal of board members for absences from board meetings for one year without sufficient cause, and
- Establishing expectations for the Board to conduct regular self-evaluations of how well they are performing their duties and responsibilities to assure due diligence is being given to planning and oversight of the university.

Visitor Moss noted that the full text of the bylaw revision was provided in the board meeting materials, and that the proposed text for board member dismissal was taken directly from Virginia code §23.1-1300. She further advised that revision pertaining to board self-evaluation was a new requirement from SACSCOC, and that the bylaw language was determined following consultation with Mason administration and through research of language used by other institutions in the Commonwealth. She noted that the revision language was flexible enough to allow the Board to choose its own evaluation tools, and that SACSCOC does not require the Board's bylaws to specify the self-evaluation methods. Visitor Moss advised that the proposed bylaw revision language had been approved by the Office of the Provost and University Counsel. Visitor Moss offered Visitor Reagan the opportunity to provide additional comments; he had none.

[ATTACHMENT 6]

B. Audit Committee Charter – Visitor Rice / Ed Dittmeier

Rector Davis reminded the Board that they would vote on the three bylaw revisions en bloc, and recognized Visitor Rice to present the bylaw revisions pertaining to the Audit Committee. Visitor Rice explained that the proposed bylaw revision would change the Audit Committee to the Audit, Risk, and Compliance Committee. He directed the Board to the full text of the bylaw revision resolution in the meeting materials. Given the revision's impact on how the Audit Committee would interact with the university, Visitor Rice read the resolution in its entirety.

[ATTACHMENT 7]

C. Delegation and Reservation of Authority – Visitors Marquez and Witeck / Carol Kissal

Rector Davis recognized Visitor Witeck to present the proposed bylaw revisions pertaining to delegation and reservation of authority. Visitor Witeck advised that the proposed revisions were intended to remove sections of the bylaws, thereby delegating additional authority to the president and senior leadership, aligning with peer institutions, and removing unnecessary layers of authority. He then recognized Carol Kissal, Senior Vice President for Administration and Finance, to elaborate further. Ms. Kissal explained that senior administration had not reviewed the delegation of authority for quite some time, and that this year, Mason was exceeding its threshold for operating contracts. Ms. Kissal referenced Mason's peer institutions, citing that they all have higher levels of authority delegated to management. Additionally, she cited Mason's significant internal controls to manage contracts, payments, and purchasing. She concluded by stating that the Board executes its fiduciary duty by approving the budget at the beginning of each year. Rector Davis opened the floor for questions; there were none.

[ATTACHMENT 8]

It was **MOVED** by Visitor Rice to approve all three bylaw revision resolutions (Attachment 6, Attachment 7, Attachment 8) en bloc as written in the board materials. The motion was **SECONDED** by Visitor Witeck. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

VIII. Committee Chair Reports

A. Audit Committee

Rector Davis recognized Visitor Rice, chair of the Audit Committee, to provide the Audit Committee report. Visitor Rice noted that the Audit Committee approved an action recommending a change to the Board's bylaws specific to the Audit Committee's responsibilities, which had just been approved by the full Board. He explained that contingent upon the full Board's passage of the bylaw revisions, the committee also approved revisions to the Audit Committee charter creating the new Office of Audit, Risk, and Compliance, and appointing the University Auditor to lead the new office. Visitor Rice noted that the aforementioned items fit under the purview of the Audit Committee and did not require approval by the full Board. Visitor Rice said that he and Vice Chair Moreno met with a representative of the Auditor of Public Accounts (APA) on April 28, 2020 to discuss their annual audit of financial statements for FY2019. He advised that the APA issued an unmodified opinion on the financial statements, concluding that they fairly represent all materials aspects of the financial position of the university as of June 30, 2019. He explained that the "unmodified" opinion meant that it was without problems. He stated that the APA also issued their annual report on internal controls and compliance, which contained two issues relating to information technology processes, to which the university has implemented remediation plans. He noted that both reports are available at apa.virginia.gov. Visitor Rice stated that in light of the significant challenges and demands created by the COVID-19 pandemic and related Commonwealth directives, on April 1, 2020, he and Vice Chair Moreno, with the concurrence of all members of the Audit Committee, directed the University Auditor to: identify how Audit employee capacity could support other university functions by limiting Audit activities to those determined to be of high priority, such as certain Title IX matters, while deferring other activities; and to temporarily redeploy certain Audit employees in areas that leverage auditor skills and are necessary to support management. He further noted that no permanent staff changes are planned as a result of this effort. He stated that these redeployments have supported Information Technology Services and Fiscal Services, and that both offices have provided positive feedback to receiving the additional support. Visitor Rice opened the floor to questions; there were none.

B. Academic Programs, Diversity and University Community Committee

Rector Davis recognized Visitor Witeck, chair of the Academic Programs, Diversity and University Community Committee to provide the committee's report. Visitor Witeck outlined that there were five new programs and five programs/department closures for approval.

i. Program Actions (ACTION ITEMS)

a. New Program Approvals

1. BS Recreation Management (CEHD)
2. MAT Special Education (CEHD)
3. BS Sport Management (CEHD)
4. BS Health Informatics (CHHS)
5. BS Biodiversity Conservation (PROV)

b. Department and Program Closures

1. BA Dance (CVPA)
2. BS Global and Environmental Change (COS)

3. BS Rehabilitation Science (CHHS)
4. PhD Rehabilitation Science (CHHS)
5. Department of Rehabilitation Science (CHHS)

It was **MOVED** by Visitor Witeck to approve the program actions as outlined in the board meeting materials. The motion was **SECONDED** by Visitor Rice. Rector Davis called on Interim Provost Mark Ginsberg to explain the rationale behind closing the Department of Rehabilitation Science. Dr. Ginsberg explained that following multiple internal and external reviews, low program enrollment, a lack of external program support, and high turnover of faculty, among other challenges, the College of Health and Human Services administration and Mason senior administration decided it was best to close the program. He added that the decision was made over the course of two years, so it has gone through a comprehensive decision-making process. Dr. Ginsberg recognized Germaine Louis, dean of the College of Health and Human Services to provide additional insight. Dr. Louis confirmed that in December 2019 she recommended to the provost, David Wu, to close the department and its two degree programs, citing the struggles of the department to fit programmatically as the college transitions to be a college of public health. She continued that in addition to the reasons outlined by Dr. Ginsberg, the fact that the department has not been budget neutral for the college, and in context of other movement sciences degrees available at Mason, the decision was made to close the department. Rector Davis asked if there were other options at Mason for members of the public to receive rehabilitation services. Dr. Louis noted that while there were small research programs in the department that involved participation by members of the community, she was not certain of what protocols are available elsewhere on campus. She noted further that the protocols in the department were not supported by research funding, but were funded through the department. She clarified that the department was not offering services, but was structured to be research-intensive. She noted that typically this sort of research would be funded by grants, and that the department faculty had protocols approved by the Institutional Review Board, but those protocols were small in scope, not externally funded, and relied on community volunteer participation. Dr. Louis spoke to the college's commitment to the program's students and that they would be supported in completing their degrees. Hearing no further questions, Rector Davis called for the vote. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.

- i. Faculty Actions (**ACTION ITEMS**)
 - a. Promotion and/or Tenure
 - b. Conferral of Emeritus/Emerita Status
 - c. Elections of New Tenured Faculty

It was then **MOVED** by Visitor Witeck to approve the faculty actions as outlined in the board meeting materials. The motion was **SECONDED** by Visitor Blackman. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.

C. Development Committee

Rector Davis recognized Vice Rector Hazel, chair of the Development Committee, to provide the committee's report. Vice Rector Hazel provided the current status of the financial position of George Mason University Foundation (GMUF). He reported that the Finance Committee approved the FY2021 budget, and the budget represents a conservative, break-even position. He advised that through March 31, the endowment reflected losses of -8.5%, slightly outperforming the benchmark of -8.7%. He noted that the restricted portfolio through March 31 returned .4% with a yield of 2.4%, generating sufficient funds to support the Foundation budget in the current year. He reported that the Audit Committee identified risks to the endowment

portfolio, restricted portfolio, donations, philanthropy, real estate, and potential impact to the university due to the COVID-19 outbreak; they discussed options for mitigating these risks. Vice Rector Hazel advised that the Nominating and Governance Committee brought forward seven new members that will join the Board of Trustees on July 1, 2020, and who bring a wealth of knowledge on technology, cybersecurity, defense, and investment. Vice Rector Hazel then asked Ms. Bowden to distribute the Board of Trustees membership list to the Board of Visitors. Regarding Advancement and Alumni Relations, Vice Rector Hazel noted that the Compass Group had concluded their after-action planning study with positive remarks from the Mason community. He stated that GMUF had contracted with Affinaquest to purchase and implement customer relationship management technology, expected to go live in July of 2021. Vice Rector Hazel reported that GMUF had raised almost \$82 million this year against a goal of \$60 million, of which \$42 million was directed to the endowment and included the final portion of the Rouse estate. Vice Rector Hazel opened the floor to questions; there were none.

D. Research Committee

Rector Davis recognized Secretary Blackman, chair of the Research Committee, to provide the committee's report. Secretary Blackman advised that most of the committee's topics had been covered in Dr. Crawford's earlier presentation. He provided his congratulations to Dr. Crawford on her new position at the University of Tennessee, Knoxville, and added that research expenditures at Mason had doubled during her tenure, which is a testament to the work being accomplished in that office.

E. Finance and Land Use Committee

Rector Davis recognized Visitor Roth, chair of the Finance and Land Use Committee, to provide the committee's report. Visitor Roth advised that the committee's topics would be covered in the budget presentation to be given by Ms. Kissal later in the meeting.

IX. Interim Provost Update – Mark Ginsberg

A. Patriot Tiger Team, Fall Semester Plan

Rector Davis recognized Dr. Ginsberg to provide the provost's update. Dr. Ginsberg stated that it was an honor to serve the university in this capacity, and he thanked President Holton for her leadership. He reaffirmed his commitment to Mason's goal of being a university that affords access to excellence. Dr. Ginsberg provided an update on the Patriot Tiger Team and fall semester planning, reporting the following:

- The name "Tiger Team" is an homage to the NASA team that worked to bring home the astronauts of Apollo 13. NASA created the team to look at contingencies and make a framework for decision making to create options for returning the astronauts to Earth. Similarly, the university needs to make thoughtful, careful, comprehensive, inclusive, and strategic decisions that allow the university to adapt to the uncertainties created by the COVID-19 pandemic.
- The Patriot Tiger Team has collaborated with senior leadership, faculty, staff, and students to discuss the issues concerning the fall semester and COVID-19.
- The guiding principle is that the health, well-being, and safety of the Mason community is primary and an essential element of anything we do.
- The university must also provide an enriching environment that promotes learning, development, research, and scholarship. Mason must continue to provide these important services in ways that are adaptive to the challenges of COVID-19.
- Mason must consider the economic and fiscal impacts of COVID-19 on Mason's programs and operations.
- The four main pillars the Tiger Team is using to build a decision framework are: health and well-being; mission continuity – continuing the mission of the university while

meeting the needs of students, faculty, and the Mason community; state and federal guidance; and the unpredictability of virus spread.

- Institutions across the country are facing the same issues as Mason. Mason's processes and considerations are consistent with peer institutions in the Commonwealth. The key factors for evaluating options are: health and safety; operational feasibility; the ability to meet the university mission; the ability to pivot/adapt if events or circumstances change.
- The Tiger Team created a comprehensive framework to allow the administration to think about decisions in a "continual" way. The team provided initial options for the fall semester for consideration. These options will need to be refined as circumstances change. Considerations include creating safe classroom environments, residence halls, and dining facilities. The four initial options provided are:
 - **Option 1: Return to Campus – Scaled Down**
 - Returning to campus with physical distancing measures and expanded online offerings; fewer numbers of students housed on campus.
 - **Option 2: Return to Campus – Scaled Up**
 - Returning to campus with physical distancing measures and expanded online offerings; more students housed on campus.
 - **Option 3: Split Curriculum**
 - The majority of courses are designed as both on-campus and online. Students who are able to come back to campus (up to the population in which social distancing rules can be enforced) can choose to enroll in either format.
 - **Option 4: Online Only**
 - All courses online. All staff and students telework, only essential employees on campus for the fall semester.
- Students are eager to continue learning. Summer enrollment is at record levels – approximately a 20% gain over last summer.
- It is important to continue consideration of options, which will take continued analyses and modeling, a careful approach to decision making, and creating pivot points that allow plans to change as circumstances change.
- Planning will take place in four main areas:
 - Academic and instructional programs – preparing for the various contingencies that need to be in place for the fall.
 - Research and scholarship – not pausing research, but returning meaningfully and safely to being the research and economic engine for the community.
 - University life and student success – supporting students on campus and off campus; supporting students online and face-to-face.
 - Facilities and operations – how operations will pivot back to an on-campus environment safely and appropriately.
- This is an important time when we must all adapt and be attentive to the factors that affect making informed and safe decisions. We must maintain the mission of the university and not lose sight of the needs of our students and community.

As the university's understanding of finances change due to revenue, state relief, or federal relief, Rector Davis encouraged Dr. Ginsberg to continue working with the Faculty Senate and student leaders on developing these plans. He emphasized the importance of shared governance during a crisis. Dr. Ginsberg expressed his support of shared governance and recounted his experience of holding informational sessions with President Holton, Ms. Kissal, and Dr. Trent, where they engaged with the faculty senate, staff senate, and student government organizations, soliciting their input and involvement. He advised of a portal that had been created so that

members of the university could share their feedback, and how the university had been provided with the Tiger Team report, ensuring full transparency in the process. He added that they were also soliciting input from colleges and academic units and had received input from 200 faculty members so far. Dr. Ginsberg also cited weekly meetings with the chair of the Faculty Senate, Shannon Davis to maintain ongoing dialogue.

Vice Rector Hazel asked Dr. Ginsberg about the extent to which President-designate Gregory Washington has been involved in this planning. Dr. Ginsberg responded that he had been working closely with Dr. Washington and that he has been involved within the decision-making process. Dr. Ginsberg further noted that Mason's senior leadership had met with Dr. Washington after the Tiger Team report was published.

Dr. Washington joined the meeting and confirmed that he and Dr. Ginsberg had been in frequent communication. He noted that planning was going well, considering the current circumstances with the pandemic. He commended President Holton for going beyond the call of duty in her work.

Rector Davis then recognized Shannon Davis to share information collected by the Faculty Senate regarding the Tiger Team report. Dr. Davis indicated that the accompanying presentation would be distributed to the Board following the meeting [ATTACHMENT 9]. Dr. Davis shared the following:

- Data was collected through a survey, with over 500 faculty members (approximately one-third) responding.
- Faculty was asked about the feasibility of the four options for the fall outlined in the Tiger Team report. There was significant variance in responses. Over 400 respondents indicated that "Online Only" was a feasible option. Approximately 300 faculty indicated that "Return to Campus: Scaled Down" was a feasible option. Over 350 respondents indicated that "Return to Campus: Scaled Up" was **not** a feasible option.
- When asked to rank their preferences of the four options for fall semester, "Online Only" was the leading choice among respondents.
- When faculty were asked if they would be comfortable teaching in the fall face-to-face in a classroom, provided that social distancing recommendations were met, over half of respondents said they would **not** be comfortable, averaging around 40% comfortable.
- Faculty believe they can be ready for full online delivery of classes for the fall semester. Faculty are less comfortable with the "hybrid" approach than the fully online approach, citing concern for the impact of the coronavirus on their health, the health of their families, and the health of their students.
- Faculty are anxious about economic security uncertainties, specifically how to manage their work lives when Pre-K to 12 plans are unclear.
- Faculty need more course development support for online teaching and clear guidance on classroom management should the university open for face-to-face classes. They are also concerned about reliable internet access and other technology needs for themselves and their students.
- Faculty are creative, resourceful, and dedicated to the education of Mason students, and are ready to be partners in the decision-making process for the fall and beyond.

Rector Davis invited the student representatives to share their feedback on the subject. Mr. Layton indicated that per his conversations with students, the Tiger Team option "Return to Campus – Scaled Up" aligns most closely with student preference. He added that "Online Only" was not preferred among students, but that students understood the necessity for it.

Rector Davis recognized President Holton, who indicated that Dr. Washington's current Chief of Staff, Ken Walsh, would be joining Mason to serve as Chief of Staff. She added that Dr. Walsh has also been regularly engaged in the planning process. She expressed her gratitude to the faculty for their input in planning discussions. President Holton indicated that numerous factors including the Tiger Team report, faculty and staff input, CDC guidance, and state guidance were informing the decision-making process. She added that the administration was hopefully going to make preliminary decisions about the fall semester in early June, with the caveat that the decisions would be flexible, allowing for various contingencies based on internal and external factors. She referenced the faculty survey and praised the faculty for their readiness to teach in an online capacity should it be necessary.

Visitor Iturregui noted that some universities across the nation had announced new academic calendars. He provided the example of the University of Notre Dame beginning classes earlier in August, removing fall break, and ending the semester at Thanksgiving break. He then asked in the context of the Tiger Team report options when Mason classes would begin. President Holton responded, advising that the Tiger Team did initially include calendar changes in their options, but that it was removed from consideration early in the process. She further noted that calendar changes could still be added back into the options, but given Virginia's current COVID-19 status, Mason may not be able to start the semester early. Dr. Ginsberg concurred with President Holton, adding that adjusting the calendar did not seem beneficial in earlier discussions, but that if the spread of the coronavirus necessitated it, the decision would need to be made quickly. He noted that while Mason did not have a fall break to utilize for scheduling, finishing the semester before Thanksgiving is an option to consider due to the potential ramifications of student travel. Rector Davis stated that due to the number of variables, deciding later would allow administration to have more information. He expressed the intent of Mason opening in September, while acknowledging that it is unknown what constraints the federal or state government may implement. He asked President Holton to confirm his assessment; President Holton concurred.

Rector Davis recognized Rose Pascarell, Vice President for University Life, to comment. Ms. Pascarell advised that a survey was going to be sent to students soon, asking them to review the Tiger Team fall semester options and provide their feedback about their comfort level with each option. She indicated the results should be available in a week.

X. Budget Update / Fall Planning – Carol Kissal

A. Economic Update

Rector Davis called upon Carol Kissal, Senior Vice President for Administration and Finance, to present the budget update. Referring to the PowerPoint presentation provided in the board meeting materials, Ms. Kissal presented the following:

- The presentation is a recommendation for the university budget for FY2021. The adopted budget considers current information and circumstances, understanding that information will change as the COVID-19 pandemic changes. Because of this, it does not include plans for fall opening, and will likely need to be modified once a fall plan is determined. Once the fall semester plan has been determined, management will provide an amended budget for the Board's consideration.
- The presentation will include an economic update, an update on current financial operations, a forecast for the FY2021 budget, and the vote on the proposed budget.
- Jeannette Chapman, Director of the Stephen S. Fuller Institute, provided an overview of current economic conditions at the April 2, 2020 Board of Visitors meeting. Since then, while business and global markets are doing relatively well, it masks the struggles of the service industry. Unemployment and housing are two key indicators affecting higher

education. Jobless claims surpassed the presentation graphic and are currently 36 million. Our region has been particularly impacted by housing and unemployment challenges.

- The pressures universities face can be seen in the decisions students make for the fall. Choices in enrollment and whether to live on campus affect both program revenue as well as dining, housing, events, and operations. Mason will need to re-evaluate multiple COVID-19 recovery scenarios.
- Mason pivoted quickly to online learning for students and teleworking for the workforce in response to the pandemic. Approximately \$12 million in housing, parking, and dining fees have been refunded to students. Approximately \$2.25 million, as well as laptops and distance learning equipment have been distributed directly to students in need. Of the \$20 million allocated to Mason in the CARES Act, approximately \$10 million has been received and approximately \$5 million has been distributed to students in need. The remaining \$5 million will be distributed as emergency awards over the next few months.
- Management has identified \$5.8 million in expense reductions for FY2020, including workforce adjustments, travel and contract reductions, and deferring capital investments.
- Mason may have an advantage recruiting and retaining students due to its affordability. An undergraduate student survey conducted in April showed that the rate of Mason students planning to return to campus was higher than the national average - 70% of Mason respondents plan to return to campus. Students uncertain about returning to campus cited lack of interest in taking courses online, financial difficulty, and course availability. A similar survey was conducted with Mason graduate students, showing a rate of 76% for those planning to return to campus. Graduate students uncertain about returning to campus cited similar reasons to the undergraduate respondents. Student Government is assembling an updated survey for students.
- Historically, higher education recovers well from recessions. Enrollment grew steadily for Virginia institutions between 2008-2020.
- International students have accounted for almost 10% of Mason's student population for the last two years. COVID-19 makes international enrollment uncertain.
- Faculty growth has not kept pace with student growth, representing a need for investment, particularly when evaluating faculty needs for online learning.
- From 2005-2019, revenue from tuition and fees has grown more quickly than support from state appropriations, leading to a heavier reliance on tuition revenue than many peer institutions.
- Mason's Operating Margin ratio has improved from 70% to 90%, showcasing Mason's efficiency and ability to do more with less.
- Research funding has steadily grown since 2005. It will be important for the future to invest in research to drive indirect cost recovery. This includes investing in faculty and PhD students to perform research at Mason.
- Per a 2010 Harvard Business Review study, during global recessions, "progressive" companies are most likely to outpace their competitors in recovering from recession. Progressive companies balance cost cutting and risk avoidance with the need for strategic investment and improving targeted efficiencies. While Mason is not a company, is a highly complex institution that shares the same characteristics as the companies represented in the study. In analyzing Mason's recovery from the 2008 recession, the university acted as a "pragmatic" organization, with more cautious and conservative strategic investments. This is understandable as Mason is guided by state-adopted strategies for appropriations and investment.
- Competition for student enrollments may increase due to COVID-19. Mason should prioritize investments in faculty, programs, and infrastructure that will support and attract students. While spending in downturn is difficult, it is needed. Strategic investments can

pay enormous dividends in the long term.

B. Financial and Operational Update

Ms. Kissal's presentation continued:

- Given the suspension of on-campus operations during spring semester, and including actions taken to assist students, refunding students, deferring expenditures, and federal CARES funds, management forecasts a positive net asset position for FY2020. Pending Board approval of the budget, the carry-forward will be instrumental in bridging the impact of declined enrollment and altered financial plan operations for FY2021.
- Mason is applying for stimulus funding to offset losses from COVID-19 including \$20.8 million already allocated from the CARES Act, FEMA Public Assistance, and CARES Act funds administered by the Commonwealth of Virginia.
- Mason is restricting hiring, hiring only for critical vacancies. Discretionary expenses have been curtailed, and many other expenses have been deferred.

C. FY2021 Forecast

Ms. Kissal's presentation continued:

- We can only plan for what is known now, and an amended budget will be needed in June when more information is available.
- While COVID-19-related funds are available to Mason, the Commonwealth has postponed a positive investment in Mason. Commonwealth funds have been reduced, and it is uncertain whether they will return. Mason will continue to invest strategically and make choices that continue to provide access to excellence.
- The Board of Visitors and Mason administration held several public forums to engage students and receive their feedback on the budget. Their feedback provided a pathway for the proposed FY2021 budget.
- Updates to the Commonwealth budget due to COVID-19 unallotted most of Mason's appropriated increases including tuition moderation, faculty and staff compensation increases, student financial aid, and support for enrollment and student success. The Tech Talent Initiative was unaffected.
- Slide 31 of the PowerPoint presentation outlines revised investment proposals as a result of the financial impacts of COVID-19. Management is recommending narrower choices for investment than were originally outlined in the 6-Year Plan.
- In the Commonwealth of Virginia, Mason is the largest public university, is one of four R1 research universities, and is the largest driver for enrollment growth. This is achieved despite Mason's state appropriations being among the lowest per student in the state. Mason's tuition is priced below its peers, despite its location in the most expensive region in the state.
- Management recommends:
 - Freezing mandatory student fees, which are currently \$3,500 per student.
 - Allocating a larger portion of institutional aid for the most vulnerable students.
 - An annual tuition increase of \$450 (\$225 per semester), applied equitably for in-state and out-of-state undergraduate students, and in-state and out-of-state graduate students.
- Recognizing that any tuition increase in the current environment affects all students, the proposed increase will allow Mason to advance the aforementioned targeted, strategic investments.
- Assumptions for FY2021 compared to FY2020 include:
 - A 900-student decline in enrollment for the fall semester, resulting in a net loss of \$46 million in tuition revenue.

- An increase of \$5 million for institutional aid to help Mason's most vulnerable students.
 - No mandatory student fee increase.
 - A slight increase in Room & Board revenues, encompassing a 3.3% increase in Room & Board rates to offset enrollment decline.
 - No increase in employee compensation.
 - Classified and wage staff hiring freeze, only filling critical vacancies.
 - No increases in faculty compensation beyond correcting for disparities.
- The largest factor for determining fall enrollment will be Mason's plan for the fall semester opening.
- Management has provided guidance to academic units to navigate the operational challenges expected in FY2021.
- Mason has several characteristics that differentiate it from its peers, allowing the university to better meet the current challenges and recover more robustly:
 - Lack of a large endowment. Operations are not reliant on fundraising.
 - Lack of a hospital/health system which would drive major operating losses.
 - Majority of students are in-state and many commute locally. While housing revenue losses may be severe, they are tempered by the higher concentration of local students.
 - Tuition pricing is well below Mason's peer institutions.
 - Mason can "do more with less", leveraging constrained resources.
- The proposed budget is consistent with Mason's institutional values.
- Management is currently evaluating fall planning options with the goals of maximizing value to students, continuing Mason's mission, and keeping the campus population safe.
- Based on the Tiger Team report, Mason could potentially face a \$50-100 million gross loss, not including any potential mitigating actions. Potential mitigating revenue streams include incentivizing enrollment, federal and state relief funding, and strategic investments with positive returns. Planned expense reductions include budget reallocations, cost deferrals, managed personnel hiring, streamlining business processes, and enhancing operating efficiency. Once a fall opening plan is determined, the Continuity of Operations Plan (COOP) will be utilized further.

Ms. Kissal concluded her report.

XI. Budget Discussion

A. FY2021 University Operating Budget (ACTION ITEM)

Secretary Blackman **MOVED** to approve the FY2021 budget as outlined in the board meeting materials. The motion was **SECONDED** by Vice Rector Hazel. Rector Davis opened the floor for discussion.

Rector Davis noted his past service on the Fairfax County Board of Supervisors, explaining that during difficult financial times, modest increases in tax revenues were used to invest in the future, which helped the county's long-term recovery. He likened the experience to the proposed budget, stating he believed the proposal invests in the future, despite having to make cuts. He further noted that he had listened to or read every public comment regarding tuition submitted by students. He acknowledged the many heartfelt comments and expressed that he understood why people would question raising tuition in the current environment. He explained that one of the goals with the proposed budget was to set aside money for scholarships for students in need. **RECTOR DAVIS PROPOSED THREE AMENDMENTS TO THE MOTION:**

- If additional federal or state funds are received by Mason, priority consideration shall be given to reducing tuition.
- Management shall ensure that there are funds for financial aid for students that cannot meet the full tuition obligations.
- Management shall investigate the possibility of deferred tuition payments.

Secretary Blackman **ACCEPTED** the amendments to the motion.

Discussion continued:

Visitor Iturregui expressed concern that the budget assumptions presume an auxiliary enterprises revenue increase that may not materialize, and that the university may have higher operational costs during and following the pandemic. He also expressed concern for the faculty and staff “freeze” and encouraged leaving flexibility for all possible options. Rector Davis replied that he believed the flexibility was present, and that he was additionally concerned about housing revenue if spacing restrictions were required. He noted the numerous variables involved, but that the key was additional money, and that if there were additional losses, cuts would need to be made, but the students will have been informed of the maximum they will be charged for tuition.

Secretary Blackman asked Ms. Kissal to speak further to how the previous year’s tuition freeze impacted the long-term revenue plan, as well as to expand on the actions being taken to bolster financial aid so that students with the greatest need are assisted. Ms. Kissal confirmed that there was no tuition increase last year, and that while there was tuition moderation, it did meet the revenues planned in the 6-Year Plan. She stated that this necessitated forgoing a number of investments, and that forgoing those for a second year risks eroding Mason’s access to excellence. Ms. Kissal expressed that the proposed budget offered a good balance on this issue. She acknowledged that the tuition increase could be a hardship for many students, but reiterated the many options the university has to work with students, including the increased financial aid being incorporated into the budget to assist those most vulnerable.

Visitor Bhuller asked Ms. Kissal if the estimated enrollment decline of 900 students took into account the increase in tuition. She questioned if the enrollment decline would be larger if tuition were increased. Ms. Kissal responded that the 900-student decline factored in the increase in tuition. Visitor Bhuller cited concerns from students and ask Ms. Kissal if lower amounts had been considered for the tuition increase. She asked if \$450 was absolutely needed or if there was any flexibility with that amount. Ms. Kissal clarified that the \$450 tuition increase was included in the model, but that the 900-student enrollment decline is not attributed to the tuition price. Ms. Kissal stated that the tuition price was of marginal impact in students’ decision to come to Mason. She noted that their projections were focused on current students not returning and taking a “gap year”, and less focused on new student enrollments. Visitor Bhuller advised that feedback she received at the budget town hall seemed to indicate otherwise, with some students saying that any tuition increase would be a deterrent for them to re-enroll. She further noted that for students who have lost their jobs due to the pandemic, a tuition increase is a significant factor for them. Ms. Kissal stated that the increase and adjustments to financial aid will address the needs of students who are most vulnerable.

Visitor Witeck expressed that there appeared to be a wide range of opinions regarding the value of an online education compared to studying on campus; students that do not value an online education in the same way as an on-campus experience are particularly troubled by a tuition increase. He further noted that if faculty are uncomfortable teaching on campus during the pandemic, there is a difference in point of view between stakeholders, which changes how they

value the tuition expense. He expressed concern that if Mason utilized a primarily online experience in the fall, more students may decide to not re-enroll. Ms. Kissal responded that of the proposed \$21 million in strategic investment, \$16 million is primarily driven by the tuition increase, and that the remaining \$5 million to \$6 million represents the university's ability to redeploy resources to help students in need. She added that forgoing the tuition increase would put the student assistance money at risk, as it is difficult to redeploy moneys that are not being raised.

Rector Davis recognized Visitor Rice. Visitor Rice expressed that he believed it was a "red herring" to say that tuition was not raised for FY2020, citing that the university received tuition moderation, which the Board felt was fair; and that while it leaves the university behind its goals, it does not intrinsically make it acceptable to raise tuition this year. He expressed concern that the Board had not heard an alternative to the \$450 tuition increase and inquired of Ms. Kissal how a significantly smaller increase (he provided the example of \$200) would affect the budget. He further expressed concern about faculty and staff retention, stating that employees could potentially find work elsewhere as the economy rebounds. Visitor Rice then referenced news reports, citing that a quarter of Americans believe it is too early to end COVID-19 quarantine practices, and that if the pandemic continues, a quarter of Mason's on-campus students could decide to not return to campus. He cautioned that if that happened, Mason's housing revenue would be much lower than planned. He asked Ms. Kissal for her input. Ms. Kissal responded that if the tuition increase were lowered to that extent then instead of \$16 million in revenue, it would likely be between \$7 million and \$8 million. She added that it would also require forgoing further investments.

Rector Davis reiterated that while the pandemic could theoretically get worse, the proposed \$450 tuition increase effectively established the cap on tuition for FY2021. He noted that if additional federal or state money are received the tuition increase can be reduced, and that if no additional money is received, budget cuts will be deeper. He stated that having the tuition rate set as proposed provides flexibility. Rector Davis asked Ms. Kissal his characterization was accurate; Ms. Kissal confirmed it was.

Visitor Rice asked for further clarification on what budget items would be affected if the tuition increase were halved and \$8 million had to be cut. Rector Davis recognized President Holton to respond. President Holton began by addressing Visitor Bhuller's earlier questions, stating that Mason's Vice President for Enrollment Management, David Burge, believes that in-state undergraduate enrollment will increase despite the proposed tuition increase. She emphasized Mason's affordability and price compared to its peer institutions. She noted that the most vulnerable students are out-of-state and international students, and that making the tuition increase equitable across in-state and out-of-state students was meant to help mitigate that challenge. She stated that according to Mr. Burge out-of-state and international enrollment will decline for a variety of reasons, regardless of price. President Holton advised that CARES Act funds were being distributed to families of Mason students, and that they may receive additional funds in the fall, depending on need; families have the option to use these funds to offset the tuition increase. She conveyed that if Mason is "online only" for the fall semester, a decrease in enrollment is expected, necessitating a revised budget. President Holton addressed Visitor Rice's question, referring to a table in the board materials (slide 31 of Ms. Kissal's presentation). She indicated that investment had already been decreased in several areas; without the full \$450 tuition increase, items to be cut further would include: retaining and attracting faculty; the ADVANCE program; student financial aid; and institutional effectiveness and planning.

Rector Davis recognized Visitor Moreno. Visitor Moreno recounted that at the beginning of the budget process she questioned how the university could increase tuition during a pandemic. She noted that she had attended every budget and tuition town hall sessions to hear comments from Mason students. She expressed her appreciation for Rector Davis's amendments to the current motion, stating that they add flexibility to re-evaluate the budget and consider other funding sources. Visitor Moreno reiterated that the proposed tuition rates would not be increased further for FY2021. She expressed that she has come to support the tuition increase, citing Ms. Kissal's remarks about progressive institutions investing in the future. She conveyed her hope that the university is looking forward and taking care of students and faculty. She called for flexibility in the process, allowing updates to the budget as late as September, and for a safety net for students who cannot meet the financial obligation of the \$450 tuition increase. Visitor Moreno recognized the added costs of online learning, including IT infrastructure. She then asked if the student and faculty representatives could provide their input.

Rector Davis recognized Vice Rector Hazel. Vice Rector Hazel concurred with Visitor Moreno's remarks. He highlighted earlier remarks from President Holton that cautioned against taking financial actions that could potentially jeopardize Mason's accreditation.

Rector Davis recognized Shannon Davis. Dr. Davis recognized the difficulty of the situation and the decision at hand. She shared that some of her students expressed concern over an "online only" fall semester, as they come to campus as part of a fully immersive experience. She conveyed her hope that the COVID-19 pandemic will have improved by the spring and fall of 2021, and that Mason will be stronger because of this experience leading into next year. She expressed appreciation for the long-term planning to educate all students, current and prospective. Dr. Davis shared that she and her faculty colleagues missed in-person classes with their students, and that their goal is ensuring the long-term success of the university and its students. She asked if the student representatives could provide their input.

Rector Davis recognized Camden Layton. Mr. Layton recognized the financial impacts many students were facing due to the COVID-19 pandemic. He expressed his appreciation for the equity in the tuition increase across in-state and out-of-state students. He stated that many students were concerned that \$450 would be too much of an increase, but felt confident knowing that \$450 was the maximum tuition would be increased and that additional funds would be set aside for financial aid. He emphasized the importance of messaging, citing that students will often see only the tuition increase and not recognize other items that inform the budget decisions like faculty retention, salary disparities, and online learning. He said that he believed the proposed tuition increase was most fair for all aspects of the university community.

Rector Davis then recognized Visitor Roth. Visitor Roth shared her experience as a first-generation college student that attended classes at night and relied heavily on financial aid. She also recognized her experience as a former city manager and government administrator having to manage entities through difficult economic times. She stated her support for the proposed budget for many reasons, but specifically cited the diligence with which the budget was considered and evaluated. Visitor Roth noted her confidence that all layers of the budget have been evaluated to avoid reductions that negatively impact operations, but instead create a foundation allowing Mason to respond quickly when the economy and community are ready to move forward. She expressed her appreciation for the public forums, the feedback received from students, and for the administration's understanding of how the budget impacts students. Visitor Roth noted that she believed the steps being taken served the students because of the quality of care that Mason will be able to provide going forward. She expressed her support for

the budget team, Rector Davis, Vice Rector Hazel, and President Holton for their involvement in the process and noted her support for the proposed budget.

Rector Davis called for any additional comments; there were none. Rector Davis directed the clerk to call the roll.

MOTION CARRIED BY MAJORITY ROLL CALL VOTE.

YES – 15

NO – 1

Visitor Rice voted “NO”, expressing his desire for further information on the effects of raising tuition by a reduced amount. He additionally wished to emphasize the Board’s serious concern about raising tuition.

XII. Closed Session

- A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)**
- B. Personnel Matter (Code of VA: §2.2-3711.A.1)**
- C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)**
- D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)**

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Bhuller that the Board go into closed session pursuant to Virginia Code Section §2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation relating to an update on pending litigation and other legal matters; Section §2.2-3711.A.1 to discuss a personnel matter pertaining to a specific employee; Section §2.2-3711.A.9 to discuss gifts, bequests and fundraising activities pertaining to a fundraising initiative for students not otherwise eligible for financial aid; and Section §2.2-3711.A.8 for consultation with Legal Counsel employed or retained by the University regarding specific legal matters requiring the provision of legal advice concerning the aforementioned issues.

MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Rector Davis that the Board go back into public session and further moved that by ROLL CALL VOTE the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

ALL MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

Rector Davis recognized Vice Rector Hazel. Vice Rector Hazel provided a brief update on the Online Virginia Network (OVN), advising:

- Several years ago the General Assembly created the Online Virginia Network with George Mason University and Old Dominion University leading the statewide effort to improve online education opportunities for Virginia.
- With the departure of Michelle Marks from Mason, Dietra Trent has assumed the role as the Mason staff representative to the OVN board.

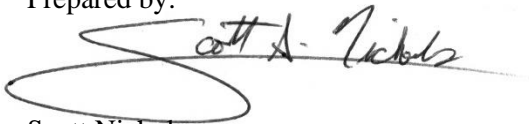
- Speaker of the Virginia House of Delegates, Eileen Filler-Corn, has agreed to serve as chair of the OVN board.
- Delegate Mark Keam has joined the OVN board.
- OVN could potentially grow as James Madison University seeks to participate.

Rector Davis reminded the public that written comments would be accepted through the Board of Visitors website (bov.gmu.edu) until 5:00 p.m. on May 20, 2020.

XIII. Adjournment

Rector Davis asked if there were any other matters for consideration by the Board. Hearing none, he adjourned the meeting at 4:10 p.m.

Prepared by:



Scott Nichols
Project Coordinator
Office of the President
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Attachments:

- Attachment 1: Electronic Meeting Public Comments, May 20, 2020 (4 pages)
- Attachment 2: GAPSA Resolutions (2 pages)
- Attachment 3: Written Public Comments Regarding Budget and Tuition (31 pages)
- Attachment 4: Resolution – Horizon Hall Naming (2 pages)
- Attachment 5: Presentation – COVID-19 Research (8 pages)
- Attachment 6: Resolution – Bylaws Revisions, SACSCOC (1 page)
- Attachment 7: Resolution – Bylaws Revisions, Audit Committee (1 page)
- Attachment 8: Resolution – Bylaws Revisions, Delegation of Authority (1 page)
- Attachment 9: Presentation – Faculty Survey on Tiger Team Report (6 pages)

**Public Comments Received During May 20, 2020 Board Meeting
(per Budget Bill requirements for electronic meetings)**

First Name	Last Name	Mason Affiliation	Comment
		Staff	There is a faculty representative and a student representative that have been called on multiple times during this meeting, but I have not seen a staff representative. The staff perspective on budget and operations, particularly during this time, is one that should be included in these discussions. Why is there not a designated staff representative on the Board? What steps is the BOV taking to ensure GMU staff are being heard?
Keith	Renshaw	Faculty	As a member of the Tiger Team, I don't believe we discussed an EARLY start in any depth. The primary discussions at that time were focusing on LATE starts, which we thought did not make sense in the context of virus models.
Jaime	Contreras	Other	<p>May 20, 2020 To GMU Board of Visitors:</p> <p>I am writing regarding our concerns with GMU,Âs janitorial contractor, LT Services.</p> <p>While it appears there were approximately 80 cleaners as part of the LT Services contract, surveys by SEIU Local 32BJ suggest that many of these workers are employed through entities with which LT Services apparently subcontracts, and that at least some of these subcontractors may have misclassified some workers as independent contractors.</p> <p>THE ISSUE OF EMPLOYEE MISCLASSIFICATION</p> <p>„ÄúEmployees in an increasing number of industries misclassify their employees as independent contractors, denying them the protection of workplace laws, robbing unemployment insurance and workers,Â compensation funds of billions of much-needed dollars, and reducing federal, state, and local tax withholding and revenues, while saving as much as 30% of payroll and related taxes otherwise paid for „Ä employees.Â If undetected, employees miss out on fair pay, health and safety, workers comp, unemployment insurance, and the right to collectively bargain for better jobs. Misclassification also hurts law-abiding employers who play by the rules but are under-bid by their competitors.Â - National Employment Law Project</p> <p>The University of California Berkeley Labor Center identified janitorial services as one of three industries where misclassification is disproportionately high. In the janitorial services industry, according to the Labor Center, subcontracting is a common practice. Because labor costs are the biggest expense in the industry and profit margins are thin, some employers illegally misclassify workers as independent contractors in order to reduce costs. By misclassifying workers as independent contractors, employers can avoid paying workers compensation, social security, unemployment overtime, and other payroll taxes.</p> <p>This past session, the Virginia State Legislature passed a bill, H984, which will make it much more costly for employers that misclassify their employees. The new law will use the Internal Revenue Service (IRS) guidelines to determine whether workers are independent contractors or employees.</p> <p>EMPLOYEE MISCLASSIFICATION AT GMU</p> <p>Workers that have spoken with Local 32BJ representatives indicate that they do not get taxes deducted from their wages, and the paychecks we have collected from workers do not show any payroll deductions. These workers have also said that they receive 1099 forms for tax purposes. We believe that this indicates they are being paid as independent contractors, since 1099 forms are generally given to independent contractors instead of W-2 forms, which are given by employers to their employees.</p> <p>Based on the information we have collected, we believe that these workers should be classified as employees, not independent contractors, and that these workers have likely been misclassified, according to IRS guidelines.</p> <p>„Ä SET HOURS OF WORK: According to the IRS guidelines, an employee has their hours set by the company, while an independent contractor sets their own schedule. The workers we have spoken to said that the entity they work for specifies the specific days and hours they have to work and what time their lunch break is.</p>

First Name	Last Name	Mason Affiliation	Comment
			<p>„¿ FULL-TIME REQUIREMENT. An employee may be required to work full time, whereas an independent contractor is free to decide how much they work. Several of the workers we spoke to had an assigned schedule of 8 hours, 5 days a week.</p> <p>„¿ PROVIDING MATERIALS AND EQUIPMENT. An employee usually has equipment provided by the employer, and an independent contractor must supply their own. At GMU, the cleaning contractors provide materials such as cleaning chemicals, garbage bags and a uniform that says „¿LT Services,¿ on it.</p> <p>„¿ CONTROL OVER WORK. An employee is under the direction and control of the employer about what work to do and how to do it. An independent contractor is free to make these decisions for themselves. Cleaners we spoke to at GMU said their employer regularly checks in on their work and tells them which buildings to clean.</p> <p>„¿ CONTINUING RELATIONSHIP: In contrast to an independent contractor, an employee may have an ongoing relationship with the employer and perform work at regularly occurring periods. Cleaners at GMU interact with the entity that employs them on an almost daily basis.</p> <p>„¿ INTEGRATION: An employee plays an integral part of a company,¿s business by doing the primary type of work the company performs. An independent contractor does work that is more peripheral to the employer,¿s primary line of work. The primary function of a cleaning company is to provide cleaning services, and it,¿s the workers who carry out this mission. Put simply, these companies could not exist without the workers.</p> <p>We ask that GMU investigate LT Services, their subcontractors and their practices, and only allow responsible contractors and subcontractors to perform work at GMU.</p> <p>Thank you.</p> <p>Jaime Contreras, Vice-President SEIU 32BJ</p>
Juan	Salazar	Staff	<p>My name is Juan Salazar Lopez and I worked with Ms. Antonia Reyes from December 5, 2019 to February 5, 2020. We made a verbal agreement that I was going to earn \$1,600 a month with a schedule from 10:00 P.M. to 4:00 A.M. Ms. Reyes gave to me a LT SERVICES used T-shirt and didn't give me the proper material to work, (I had to buy gloves and some other stuff). The first month she gave to me a bounced check, I told her that I need my money as the rent does not wait and my children need to eat. She told me wait a little bit and told me the story that her daughter had stolen the money, so, I kept working. In January and February, the checks were bounced once again by the bank due to the lack of money in the account. In February, I quit because she doesn't pay me and she doesn't answer the phone, she hides when I go to the university to ask her for my money. I told her that I was going to sue her, and she started laughing and told me: „¿Do whatever you want to do,¿. The last time I saw her was on February 5th and now she does not answer my phone calls. In December she only gave \$1,200 when it was \$1,600 and owes me all the month of January of the rest of December and the 5 days of February.</p>
Karina	Garcia	Staff	<p>Mi name is Karina Garcia and started to work on December 3, 2019 with Ms. Antonia Reyes. We made a verbal agreement that I was going to earn \$1,800 a month and my schedule was going to be from 10:00 P.M. to 4:00 A.M. But I stayed until 6:00 A.M. two hours of overtime every day from Sunday to Friday. Ms. Reyes gave me a used LT SERVICES,¿ apron. In January she only paid me \$900 and the check was bounced by the bank for not having funds and I had to pay \$35.00 fine. Antonia told me that she was going to pay the fine due to it was not my fault. In February she gave to me another check that was bounced by the bank once again with date of January. I called her and she told me that her daughter had stolen money from her bank account. I mentioned to her that I have 2 children, I need the money to eat and pay my rent. I did ask her to pay me in cash the amount of \$900. I went to her house with my father-in-law to ask her to pay me, but she never came out and did not answer the phone until two weeks later to apologize, but I decided not to continue working with her in January and February if she did not pay me. On February 19, I went to court because I decided to suit her. Finally, there was no proper material to work, she did not provide us gloves (I had to buy my own gloves). It's time to do something against Mrs. Reyes in order to stop her abuses.</p>

First Name	Last Name	Mason Affiliation	Comment
Rosaura	Hernández	Staff	My name is Rosaura Hernández. I have been working for Mr. "Ring" for 14 years with a salary \$9.00 per hours. Mr. Ring is a subcontractor of LT SERVICES Company. During this pandemic, I have felt scared due to my job, I am considered an essential worker and at my age (I am 65 years-old) am more propense to get the Covid 19. My duties are disinfecting the areas at George Mason University in Fairfax. My employer gave us washable face masks and my coworkers, and I take it home to wash it. I do not have health insurance provide by my employer, no vacation time despite my years of work, no sick days and not pension either. When I ask for an increase of my salary, the answer that I get is because I do not speak English, I am not able to get it. If I had a contract at my job, I would not be begging for an increase.
Oralia	Alvarez	Staff	My name is Oralia Alvarez. I work at the George Mason University in the Arlington,Âs campus. I have been working for 15 years for the company LT SERVICES with different subcontractors, but currently, I am working with the subcontractor Idalia Hernandez. I am an essential worker and am putting my life and my family as well at risk. Since the pandemic began, I am have been at risk because my employer only gave me a washable face mask and not the proper personal protective equipment and I cannot buy for my low salary, because they say there is not provide, and I am putting at risk by taking her to wash home I have been economically affected because I only work four days a the week, she pay me is \$ 60.00 by day \$ 960.00 a month and my husband has reduced his work, and the last month I could not pay my apartment rent, food.
Tania	Paredes	Staff	<p>My name is Tania Paredes and I started working on September 17, 2019. I had a verbal agreement to earn \$1,800 a month with a schedule of 10:00 P.M -4:00 A.M</p> <p>Antonia Reyes gave me a red apron used by LT SERVICES. The first payment of my first month that I worked she gave to me a bounce check. In October, the bank gave me back the check and I did inform her about it, then she asked me to return the check to her. Antonia always accuses her daughter of stealing her money, but she was talking with someone of the Bank to make a loan to pay us. At the end of October, she did not pay for September and October. In November, she paid for the first days of December and then in December I worked until December 20. The first of January 2020 She calls me back to return to work and she gives me a check of \$1,800 with the payment of October and then she does not pay me the 11 days of September and the 20 days of the month of December and she say I am going to pay after and in February gives me a check of \$2,300 with \$500 of the days that I owed for the March first says it has no money to pay and \$1,800 of the month of February and pays us 5 days late since the agreement was that every 1 of every month and that I was going to continue to pay after the \$1,639 which is the 20 days of December and 11 days of September. And she said April 2nd she's going to pay for that and I told her to sign a piece of paper with the agreement that if she's going to pay me that money. And it doesn't give us the right work material I buy gloves, we use the soap that students use to wash their hands, Mrs. Antonia tells us to use this soap and with that we clean, the students are exposed to a lot and she says that LT SERVICES gives you limited LT SERVICES doesn't pay you for the old library building so we give you half a clean. We workers are exposed to emoftening as it does not give the right material to clean and work now with the crown virus we are afraid. Then Mrs Antonia comes on March 9, 2020 that I'm going to start \$10.00 an hour and I told her it's not our agreement was \$1,800 and she answered we don't have anything signed and she could change as she wanted and that it was the order of the company that paid us by the hour and I have to pay Uber \$30 to bring me to work, pay rent and send money to my son for college to my Country Peru, and my daughter is here in high school as I can survive with \$10 an hour. So I told her</p>

First Name	Last Name	Mason Affiliation	Comment
			so I couldn't go on and pay me what she owes me because my mom's sick and I need to send the money because my mom depends on me too. And it's not fair to treat us like crap, and we're not invisible, we just come to work with dignity.
Jose	Majano	Staff	<p>My name is Jose Luis Majano. Three years ago, I started to work with Ms. Antonia Reyes (Reyes Cleaning Contractors Inc) and we agreed that I was going to make \$9.00 per hour, my schedule was going to be from Monday to Friday starting at 9:00 PM and ending at 1:00 A.M., and that I would receive my payment at every first of the month.</p> <p>In addition, during I was working with her, most of the times she gave me unfunded checks. Having this issue, I decided to stop to work for her and I did start to work with Idalia Hernandez. Ms. Hernandez and I agreed that I was going to make \$935 a month, my schedule was going to be from Monday to Friday starting at 9:00 P.M. and ending at 02:00A.M. Idalia also sold us the company T-shirts at \$25.00 each, I bought 4 because we sweat a lot and I don't have time to wash it every day and we're exposed to germs. Idalia also gave to me like 4 unfunded checks, being the last one on March 5.</p> <p>However, I kept working because I have necessity. The sub-contractors take advantage of us because we don't have a voice in the workplace, and we don't have a written contract and it's just verbal.</p> <p>Finally, during I was working for Idalia, I learned that Sandra, Antonia,Ãs daughter oversaw Reyes Cleaning Contractors Inc. and that every claim that I have in reference to the unfunded checks, must be with her. Unfortunately, it happened the same issue as Antonia.</p>
Consuelo	Granados	Staff	<p>My Name is Consuelo Granados. I have been working as a cleaner for 11 years with LT Services at George Mason University. I am making \$10.50/hr. We do not have any benefits such as vacations, holidays, sick days and access to health insurance, and our pay is so low that we cannot afford to pay for it.</p> <p>Since the beginning of the pandemic, the company has put my life and the lives of my family and co-workers in risk. The cleaning crew have been essential workers to keep the university campus clean and for the safety of the students. My job was to disinfect the hallways, sinks, bathrooms, and floors.</p> <p>The company does not care. They do not provide the adequate personal protective equipment such as face masks or gloves. In April, I was feeling sick. I was coughing and tired, but kept working because I do not have any paid sick days. I did not go to the doctor because I do not have health insurance. Finally, the symptoms got so bad. I was suffering from fever and muscle pain and went to the emergency room. They told me to stay home in self-quarantine for 2 weeks.</p> <p>After 2 weeks, I called my supervisor to go back to work, and he said I needed to get a note from the doctor that it was ok. But when I went to the doctor, they tested me for COVID-19 and it was positive, and I could not go back to work.</p> <p>I have not been getting paid and have not been getting unemployment. I have been having financial problems. How do I pay for food, rent, my car or car insurance? I think LT Services should pay me for the time that I have been out sick and should pay for my medical bills.</p>

**GEORGE MASON UNIVERSITY
GRADUATE STUDENT AND PROFESSIONAL STUDENT ASSOCIATION
SPRING TERM TWO THOUSAND AND TWENTY**

RESOLUTION NO. Res-001

A RESOLUTION TO: FREEZE TUITION FOR GRADUATE AND PROFESSIONAL STUDENTS FOR ACADEMIC YEAR 2020 - 2021

WHEREAS, there was a 4.5% increase in in-state and 4.5% increase in out-of-state graduate and professional student tuition in Academic Year 2018 – 2019¹, AND

WHEREAS, there was a 3.4% increase in in-state and 3.5% increase in out-of-state graduate and professional student tuition in Academic Year 2019 – 2020², AND

WHEREAS, undergraduate student tuition was frozen for Academic Year 2019 – 2020³, AND

WHEREAS, graduate and professional students are already experiencing financial burdens and anxiety related to the current coronavirus/COVID-19 pandemic, as reflected by their applications for the Student Emergency Assistance Fund.

THEREFORE, BE IT RESOLVED, the Graduate and Professional Student Association calls for a collaborative effort between administration and graduate and professional students to freeze tuition and fees for all graduate and professional students for Academic Year 2020 – 2021.

PROPOSED BY

Natalie Gelbvaks, President

Atis Degro, Vice President of Fairfax

Sofiyat Ibrahim, Vice President of Arlington

Wai Ling Fong, Director of Communications

PASSED ON APRIL 29, 2020 IN THE GRADUATE AND PROFESSIONAL STUDENT ASSOCIATION'S GENERAL ASSEMBLY:

VOTE TOTALS:

16 YEA

0 NAY

6 ABSTAIN

¹ 2018-2019 Academic Year Tuition & Fee Rates (<http://budget.gmu.edu/wp-content/uploads/tuition19.pdf>). Also linked from Office of Strategic Budgeting & Planning homepage (<https://budget.gmu.edu/>).

² 2019-2020 Academic Year Tuition & Fee Rates (<http://budget.gmu.edu/wp-content/uploads/tuition20.pdf>). Also linked from Office of Strategic Budgeting & Planning homepage (<https://budget.gmu.edu/>).

³ Ibid.

**GEORGE MASON UNIVERSITY
GRADUATE STUDENT AND PROFESSIONAL STUDENT ASSOCIATION
SPRING TERM TWO THOUSAND AND TWENTY**

RESOLUTION NO. Res-002

A RESOLUTION TO: DEMAND TRANSPARENCY WITH GRADUATE AND PROFESSIONAL STUDENT FEES EXPENDITURE AND THAT SAID FEES ARE GUARANTEED TO BE SPENT TO BENEFIT GRADUATE AND PROFESSIONAL STUDENT POPULATIONS AT GEORGE MASON UNIVERSITY.

WHEREAS, there is no clear breakdown of how graduate and professional student fees are spent, including a line item explanation as to where the fees are currently employed, AND

WHEREAS, the graduate and professional students on the Arlington and SciTech campuses pay the same fees, but do not have the same access to certain services housed at the Fairfax campus, such as recreation, dining, transportation, and health services, AND

WHEREAS, there is no clear delineation of how fees are spent, nor what is allocated for graduate and professional student use, what is allocated for undergraduate student use, and what is allocated for both populations, AND

WHEREAS, graduate and professional students currently have no voice in how graduate and professional student fees are spent.

THEREFORE, BE IT RESOLVED, George Mason University's Graduate and Professional Student Association demands full transparency in regards to graduate and professional student fees. In particular, how the funds are employed and divided amongst the different student populations, AND

BE IT FURTHER RESOLVED, we demand that the university addresses the disparities with regards to services provided at the regional campuses, AND

BE IT FURTHER RESOLVED, we demand that graduate and professional student fees are spent for graduate and professional student needs, AND

BE IT FURTHER RESOLVED, we demand that graduate and professional students are involved in the allocation of graduate and professional student fees.

PROPOSED BY Sofiyat Ibrahim, Vice President of Arlington, and Atis Degro, Vice President of Fairfax

PASSED ON APRIL 29, 2020 IN THE GRADUATE AND PROFESSIONAL STUDENT ASSOCIATION'S GENERAL ASSEMBLY:

VOTE TOTALS:

14 YEA

3 NAY

5 ABSTAIN

All Tuition and Budget Public Comments
 From April 2 Public Comment Session Through May 20 Board Meeting

First Name	Last Name	Organization	Mason Affiliation	Comment
Jasmine	Cummings		Mason Student	As a student at the Fairfax campus, I have noticed on multiple occasions that stormwater runoff from the construction sites for the Core Campus Initiative has entered the streams and waterways on campus. The stream near the Hub often turned orange after rainstorms because of this. As an Environmental and Sustainability student on campus this has been very disturbing to see and it has also decreased the value of my EVPP outdoor labs and projects. We have been having trouble collecting aquatic specimen samples from the streams and ponds on campus, and I am concerned about the role that this construction is playing in this. I believe that this is ultimately the University's responsibility to divert this runoff to be treated at a wastewater treatment plant instead of allowing it to runoff into the streams on campus. I understand the value that these new buildings and walkways will provide to campus, but destroying the natural beauty of campus is counterproductive. It will only push away students like me who not only enjoy them, but rely on them for our education. Therefore, there needs to be more stormwater management initiatives built into the budget for the Core Campus Initiative.
Sara	Deriso	Transparent GMU	Other	Why does GMU choose to use LT Services, a company that inaccurately classifies their workers as ,Äuindependent contractors,Äù rather than employees? Since custodial workers are classified as independent contractors they are eligible for healthcare, unemployment, and paid time off. During this crisis these workers do not have enough money to support their families and pay rent. Custodial workers lives are at risk if GMU does not push LT Services to provide PPE, better wages, and healthcare.
Ransom	Fox		Mason Student	According to the State Council of Higher Education for Virginia,Äôs ,Äú2020-22 Systemwide Operating and Financial Aid Budget Recommendations for Higher Education in Virginia,Äù report, George Mason University has the HIGHEST average unmet financial need under the current funding model at a whopping \$7,268 (Appendix B, pg 38). What measures can be taken to ensure that our students needs are valued at the same rate as other state university's students, especially since George Mason is ranked as the fourth best college in Virginia according to Usnews,Äôs annual college rankings, in addition to the fact that financial needs are going to increase with the upcoming economic collapse caused by the current Covid climate.
Bettina	Belles		Parent of a Mason Student	Are you planning on any hiring freezes or cuts in the coming academic year especially in light of uncertain enrollment numbers?
Amanda	Koba		Mason Student	As a graduate student with many options, I carefully chose a program that I thought would not only be the best fit for me, but would best prepare me to serve the individuals in our community. That decision was to attend an in-person MSW program, which as a middle-aged mom of 3, has been an enormous financial sacrifice. I understand the need to keep everyone safe and healthy and that the transition to online learning was the only option, but I am concerned about the possibility of being charged distance learning fees in the fall and I'm unhappy that the facility fees are not being reduced for summer as we have NO access to any of these facilities at this time. In fact, because we don't have access to the library, I have spent additional money to access materials I could have obtained through the library. Please consider these factors when making your decisions. As students, we have options and if there isn't some sort of accommodation for students, I will be looking into them.
Margaret	Appleby		Other	As a GTA, I am funded via undergrad tuition (largely). Is consideration being given to this across the university?
			Mason Student	As a part of the 8.4% of the study body, the international students, and I pay way more than in-state tuition. 50,000 dollars a year is not an easy quantity to accumulate in a developing country, even when in-state students listen the amount of money I pay they think I am joking. Well, is no joke and I understand that this country moves based on capitalism ideas. Although I was blessed to be able to cover this tuition my first

First Name	Last Name	Organization	Mason Affiliation	Comment
				year I lost that ability due to the current pandemic. The only "good" news I received during this pandemic is the my research URSP application was accepted.
Mark	Anderson		Parent of a Mason Student	As a public university, I recognize that much of your funding comes from the commonwealth. Given the extraordinary budget crisis caused by COVID-19, I appreciate the balancing act GMU has to go through. I would only ask that you consider freezing out of state tuition for the upcoming year, and only a modest increase for in-state tuition. The financial lift on out of state students is always necessarily higher given that the school is a public institution. I would only ask that this year (20-21), some relief be given for those students, because of the added financial burdens due to the pandemic. Thank you.
Jones	Katabaro		Mason Student	As an international student, the COVID-19 is threatening my studies and my pursue to a degree in many ways but one is tuition which is tied up to my status as an F1 in this country. Due to the lockdown the financial resources and business back in my home country have been affected and as much as this is an individual problem but I ask if the university will be willing to lower the tuition for the coming semesters since this is a ripple effect and may last a while. Also the health insurance payment has been barely used by most international students since we were home for much of the semester, if it can be restructure so funds may be transferable to the coming semester. Mason will be remembered and impact the next generation with the actions that will help their students through this time especially international students who will be ambassadors as alumni.
Elizabeth	Molina		Mason Student	As in person instruction is currently not a possibility, is there any chance that tuition fees can be reduced for students? A lot of us are dealing with financial strain from this and I personally would hate to take a semester off. Online classes are not my preferred method of instruction but I still want to finish my last semester at GMU with the least amount of stress.
			Mason Faculty or Staff	As noted in the Rector's email " the coronavirus has affected everyone differently, and has created financial anxiety and uncertainty for many of our students." There are a lot of faculty and staff dealing with anxiety and financial uncertainty also. Will this be addressed, or is the focus only on students?
Kamryn	Logan		Mason Student	As someone who has suffered financially from the Covid-19 crisis, raising tuition would be unfair to those who rely heavily on financial aid to attend school. If we continue virtual learning, I ask that you consider lowering tuition. If you can not lower it, I ask that you provide additional assistance. Thank you for your time.
Christopher	Carr		Mason Faculty or Staff	As universities look to tighten their budgets to accommodate the challenges that COVID-19 have presented, I urge the institution to keep up the work around diversity, equity, and inclusion ,Ã if not increasing their efforts in these areas. The global challenges we are facing would only be solved by the most innovative teams. Those innovative teams are at their most collaborative and exemplary when they are diverse. In the past year, Mason has made many strides in this area. Now is not the time to scale back, but to lean in, and see this work through. Discrimination, racism, sexism, homophobia, religious intolerance, etc. continue to show themselves in our society. Mason has largely been spared these challenges, but that is because you have people on the ground who are dedicated to creating a campus climate that is inclusive and full of well-being for all. Please continue to invest in this vital pillar to the Academe as you look at the budget for this year and over the next few years - as we adjust to this new normal.
Ben	Auger	George Mason University's Office of Sustainability	Mason Faculty or Staff	Attending Mason is a one-of-a-kind opportunity. Students learn inside and outside the classroom from intelligent faculty in programs and courses unlike those anywhere else. Their tuition and fees are an essential part of Mason's overall operation and ensure that the institution is able to provide access to excellence. As such, students deserve to attend an institution whose actions are aligned with what they're learning. In 2007, President Merten signed Mason, as a charter signatory, to the American College and University Presidents,Ã Climate Commitment (ACUPCC) which committed Mason to carbon neutrality by 2050. Shortly thereafter, Mason created the Office of Sustainability to lead the university to a sustainable and

First Name	Last Name	Organization	Mason Affiliation	Comment
				carbon-neutral future. Now, a full thirteen years later, 2007 seems like a distant memory. According to the best available research from the United Nation's Intergovernmental Panel on Climate Change (IPCC), carbon neutrality must be achieved no later than 2030 to mitigate the significant risks of runaway global heating. We know the risks and consequences are real. We know that those least responsible for the climate crisis are already being hit first and worst. Temperatures are soaring. Sea levels are rising. The climate crisis is happening, right now. Although Mason's progress is commendable, incredible research from scientists all over the planet, many of them Mason faculty, tells us that 2050 is too late. We must act. And we must act now. Mason students deserve to attend an institution that practices what it teaches. Mason students deserve to graduate into a liveable world where they will be changemakers for people and the planet. What specific actions will Mason take before September 1st, 2020 to commit to carbon neutrality no later than 2030?
Julie	Allstrom		Mason Faculty or Staff	Before the pandemic, students who were employed full time and did not live on campus complained about the financial burden of mandatory non-educational and general student fees they paid without deriving benefit. They did not use the shuttle, student health services, auxiliary services, or participate in activities designed for residential, traditional-aged students. With campus buildings now closed, these fees (\$3,504.00) seem exorbitant and can prevent a student's ability to enroll in coursework. Is there a plan to reduce or eliminate these fees?
			Mason Student	Can we please have a lower tuition rate! We are not using the facilities we paid for and I didn't chose to do online class so being told it's the same amount isn't fair. My teachers online aren't even paying full attention to me and my other classmates and some teachers are giving me a ridiculous amount of work to do because "you're home so you have nothing else to do so here is extra work", but some of us have family and friends effected by this virus and have to work extremely long hours and teachers are giving us incredibly low grades after saying it'll be pretty hard to pass my class, which puts even more stress on us during these difficult times
Elham	Assadzadeh		Mason Student	Considering the current situation of COVID-19 and stay-home order and the continuous situation of this pandemic, even maybe having a second hit in the fall and its consequences affecting our economic and financial lives until vaccine is found and given to all; and especially with classes being online, which is much different than face-to-face classes and lectures, especially in terms of university costs and expenses; I request the Fall 2020 and Spring 2021 tuition to be lowered in order to support the students continue their education at the university. Many of us students are funding our own tuition and life expenses and the pandemic has hit us hard financially. Therefore, with an expenses tuition that we cannot provide at this time, it may result in the drop-out of many. I, myself, have a family of 3 to support and high tuition will be extremely difficult to provide. Thank you for the consideration.
Zerui	Wang		Mason Student	Dear Rector, I hope you are doing well and staying safe! I am a student of GMU. Due to the wide and continuing spread of the dangerous COVID-19 virus and DMV area COVID-19 virus with a number of 1.04M total cases reported in the United States of America and 13,535 cases within the state of Virginia alone(DMC area 36,914 cases total) according to The Centers for Disease Control and Prevention, we George Mason University students see that it is vital for us to take precautions for our health and wellbeing as it is a priority, especially at this critical time. We do not see that it is fit to engage in regular classwork activities that could put us potentially at risk of getting infected, given that we are in a crowded campus where the environment is increasing the fast spread of the virus. Given that we do not want to be held back from our academic work and achievements, we propose that our university officials could kindly keep consideration changing all in-class courses to online courses in the fall semester as we are feeling emotionally distressed, frightened, anxious and hesitant to leave our homes and attend a compacted environment which for some us, is affecting our academic performance. Please consider this request as the situation has surpassed

First Name	Last Name	Organization	Mason Affiliation	Comment
				<p>from being a local virus to a global health hazard that could potentially put our lives at risk.</p> <p>Very Respectfully, Student Zerui Wang</p>
Reeshad	Dalal		Mason Faculty or Staff	Does Mason plan to set aside a fund to pay the medical expenses for students, faculty, staff, and contract employees who catch COVID-19 on the Mason campus during the Fall semester? If so, how much money will be allocated for this purpose?
Kimberly	Traw		Parent of a Mason Student	Due to COVID, I am now unemployed and both of my children, who are Mason students, are unemployed. The idea of raising tuition for the fall semester to build more buildings, dormitories, etc., during this pandemic and to charge current families who are experiencing financial difficulties is not a good one at all. Please consider this as you create your budget and fees for the fall. Thank you.
Hazel	Moriarty		Mason Student	Due to financial stress from the Coronavirus pandemic, I think that the university should do what it can to reduce the cost of housing and dining. Lowering tuition lowers the value of the degree (supposedly), but lowering the cost of housing and dining would be a massive relief for many, many students.
Tiffany	Vu		Mason Student	Due to the pandemic, my mom, along with several other parents of George Mason Students, had to close her business indefinitely. My family is of Asian descent. Even though there is a possibility that businesses can reopen in the summer, her store will face racism for hiring employees who are Vietnamese American. Even before the enforced quarantine, the customers that came in were minimal. I fear this prejudice will continue and affect her business. My mom helps pay for my education. If the tuition were to be raised, I,Ãm not sure how our family would handle it. I beg you to please take this into consideration. There are many Asian students at George Mason University who,Ãs parents own business and will face financial adversity due to prejudice and racism. Thank you for your time.
Shannon	Davis	Faculty Senate	Mason Faculty or Staff	Faculty Senate recognizes the difficult decisions that lie ahead of the Board. We ask that the Board take into consideration all aspects of the university's operations when thinking about the budget, including the need to continue providing the best instruction for students, providing access for students, and supporting students in their educational journeys. This includes affordable access but also supporting faculty and staff as we provide these educational opportunities for students.
Tracy	Mason		Mason Faculty or Staff	First, thank you for offering this public forum to discuss the upcoming decision regarding fall and forward university campus physical operating status and course delivery options. I appreciate the methodical, data driven decisionmaking process you are utilizing. Thinking about ways to help graduates' employment status/professional opportunities. Wondering if it's possible to extend 'student status' for current student wage workers who will graduate, many without being hired into an extremely challenging job market, so they could continue their student wage positions for the fall semester (at least give them some employment opportunities in what will be a very tight market and two minimize disruption for current operations/onboarding for any new students needing to fill the roles. This is a very 'in the weeds' question yet thought it might feed into an overall "we take care of our students" message. Thank you for your consideration.
Jordan	Thornton		Mason Student	For us out of state students especially not having access to a ton of resources it is inevitable to provide to our side of the spectrum. Mason is a wonderful school and the tuition rate for us is high and not everyone has the financial situation where it is easy. Especially for those who loans are too much.
tom	tucker		Mason Student	free macbooks
Steven	Viola		Mason Student	George Mason is a great school full of wonderful opportunities. But for out of state students, these opportunities cost almost 3 times as much as it does for in state students. At a time where money is tough, I can no longer pay the monthly interest rates on my hefty student loans. I think now would be a good time to

First Name	Last Name	Organization	Mason Affiliation	Comment
				start to close the in state/out of state tuition gap so that out of state students only pay double the tuition of instate students, instead of triple.
Megan	Phillips		Mason Student	Given everyone's current financial situation, I would greatly appreciate if tuition did not increase for the upcoming school year. Personally, I know that a tuition increase would very likely result in my dropping classes for the fall. I have been out of work since March and I'm unsure of when I'll return to my normal schedule. Ideally, it would be nice if tuition was reduced but I know the university also has financial obligations that would make this difficult.
Ana	Almeida Silva		Mason Student	Given the current pandemic, many of us are confused about the future of college education and are uncomfortable with the idea of returning to mason in the fall for classes in person, if that is what will occur. For the summer and fall 2020 semesters, will you be willing to waive all online course fees?
Lisa	Lister		Mason Faculty or Staff	Given the increased workload of teaching effective online classes (research shows that's it is ~25% more work than face to face instruction), how will Mason work within the constraints of the budget to reduce the already heavy workload for teaching faculty (if the university is still online) without making students shoulder the cost of teaching load reductions, smaller course caps, or other measures that the University will come up with to mitigate workload issues until normal operations resume? My primary concern is for faculty teaching 4:4 loads of Writing Intensive courses, since sustaining a 4:4 load of effective online writing classes is impossible, but this labor issue should be addressed at all levels. And I'm very concerned about Mason raising tuition for students, which seems an ethically fraught solution.
David	Zeglen		Mason Student	Given the severity of the economic crisis prompted by the COVID pandemic, many graduate students are struggling to make ends meet in their day-to-day lives. At minimum, GMU must ensure that graduate student tuition fees are frozen for the 2020-2021 academic year if the university has any hope of retaining enrolled graduate students in the coming year.
Delaney	Kirk		Mason Student	GMU was the first and last college I toured before committing to the school. I have had a great education and experience at Mason that I don't think I could get elsewhere. As an out of state student, I already struggle with the loans I had to take out and now I worry I will have to make the decision to leave the school to keep me from being in debt the rest of my life. I thought the tuition was frozen for the next few years, how could you think about raising it? Our campus and education is already great the way it is, I feel you are taking our money for unnecessary "improvements". Now we might be online next semester, and if I am asked to pay nearly \$36,000 as an out of state student, I will be forced to drop out because paying the same amount or more when I am not getting the opportunities I joined Mason for. The school may be mostly commuters but most of the money comes from out of state students. Many of us will be forced to leave and you will discourage future out of state students. Is that what you want? To deny students of an amazing education because you feel you need more money? This is something they cannot afford; don't do this to us.
SINYING	LIN		Mason Student	Good morning, I'm a student of GMU. There is my thinking about the next semester. I hope we can get some financial support because of the virus, I have to go back to my country and have to break the house lease, and pay a lot of penalties, also others extra fee. So, I hope the international students can get some discount or financial support. Best regards, SinYing Lin
Jelani	Herard		Mason Student	Has Mason decided what will happen with the fall semester
Anayxia	Rodriguez		Mason Student	Hello, as an undergraduate student of George Mason University I have many concerns regarding the University's course of action concerning this pandemic. As a student I don't feel updated enough on the University's subroutine, therefore, being left in the dark on decisions made for the student population and

First Name	Last Name	Organization	Mason Affiliation	Comment
				myself. Specifically. we are still being asked to register for Fall 2020 without any idea of whether campus will be open or not. Additionally, we are still expected to pay for future tuition with no knowledge of the new fees or tuition rate. Out-of-State students pay about \$18k a semester, & yet being stuck here or while facing financial challenges, the University is not 'at least' offering in-State tuition for all their students. A lot of students are still adjusting or have extenuating circumstances (i.e. unemployment, lack of resources) that could prevent them from finishing their academic goals, and while the university may be doing its best, it needs to do better. The lack of student voices being taken into account is unsatisfactory and is reflecting poorly on the 'Patriot Spirit' that should be encouraged during this uncertain time.
Kirshian	Francis		Mason Student	Hello, I just wanted to make my comment on behalf of other international/out of state students. Given the current pandemic, some of us well I know for sure me, is not able to head back home and being the only one with no family members up here, I think you guys could take into consideration even what's left of the Spring Semester to consider your current out of state tuition costs. I know currently for me, I have a balance of 7500, as I am not the one responsible for my fees and any little funding back would be appreciated. Given, how hard it is for us to even acquire jobs up here. For the ongoing, semester into Fall, some lenience on the costs you guys charge for out of state students would be appreciated, taking into consideration the current 16+ thousand being requested and parents having to bounce back from this pandemic, which also does not consider class fees.
Sahar	Rizwan		Mason Student	Hello, I would really appreciate it if the tuitions and fees associated with attending the fall 2020 semester could decrease significantly since I do not feel that we are able to benefit fully from online courses, especially those that are not designed to be taught online. We are all compromising a lot and if we as students can save money through reduced tuition, we would greatly appreciate it. Thank you so much for your consideration.
Amelia	McGinnis		Mason Student	Hello! I am an out of state student, where coming to Mason has been financially difficult for me. While I have been grateful to receive scholarships, it has still been very difficult to attend Mason with the high financial rates and extreme circumstances that have impacted my family's financial status. In addition, now covid-19 has put my family out of work. In normal circumstances, I work two jobs while still being on the deans list and being a student leader in multiple organizations. I am now working about 1/2 the amount of hours I used to. If the out of state tuition rate could be lessened or equal to in state tuition, it would be extremely useful. I currently am not sure how I will afford attending college and living expenses. I will be a senior next year and have been very successful throughout college. I'm excited for what the future holds and want to graduate at Mason. However, I don't know if it's possible with the tuition rates being what they are during covid-19. If there is any way you could make it more affordable for out of state students, it would be greatly appreciated.
Lara	el Boubou		Mason Student	Hi, I am an out of state student with a pending asylum, i tried everything like financial aid instate tuition for help, but due to my status I cant be offer any of this financial help. Before this crisis i used to pay \$18,000 to be a full time student , my parents used to pay my tuition but they cannot help me anymore. So now i work and save to pay it by myself but all i can do is starting from Spring 2020 I will be taking one class each semester, so instead of graduating in the following semster(I am a senior), its going to take me almost 2 years to finish my bachelor. And with this unprecedented time I ask you to please dont increase out-of-state tuition and please maybe think about decreasing it instead, because it is really expensive especially now that we are not meeting in person.
Sara	Deriso	Transparent GMU	Other	How much does GMU pay for their contract with LT Services, and will GMU be willing to pay more in order for custodial workers to receive a living wage, healthcare, and personal protective equipment?
Catherine	Saunders		Mason Faculty or Staff	How will GMU assure that students receive value for their tuition dollars, especially in classes taught by contingent faculty with already-heavy workloads? Is any consideration being given to reducing course caps and/or course loads to allow faculty more time to spend with each student, especially in online classes,

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				which tend to be more time-consuming for than face to face ones for both faculty and students even in normal times?
Sofiyat	Ibrahim		Mason Student	I am a mason graduate student and I am excited to have my voice heard.
Lawrence	Plomann		Mason Student	<p>I am a part-time graduate student and also father of a recent GMU graduate. I understand the pressure to increase tuition and fees to make up for lost state support. I would like to point out three relevant factors to take into account.</p> <p>1) Students have a choice of where to attend (or even if they attend). It is simple economics that higher prices mean fewer students. In-state undergrad students are the most price-sensitive. Therefore, higher tuition may well result in lower revenue for GMU.</p> <p>2) Providing an affordable high-quality education to Virginians is a major part of the mission of a state university. On the other hand, out-of-state students are less critical to the mission and less price sensitive. They may be better able to pay the increase.</p> <p>3) Covid-19 will eventually go away, but the economy will probably suffer long term impacts. I suggest that GMU may want to consider scaling back on non instruction-related facilities that add to the university's fixed cost without adding directly to the classroom experience.</p> <p>Thank you for considering these points. Lawrence Plomann</p>
Rebecca	Zeballos		Mason Student	I am a student who pays for her own tuition. This year I have spent \$2,722.50. This does not include the money spent for books. For me \$2,722.50 is a lot of money. I only ask that that tuition rates not increase.
Divyani	Adhikari		Mason Student	<p>I am an international student and I would like to request the University to consider us as well while they decide about the budget. We pay double the tuition fees and we have hardly received any kind of financial aid. I am from Nepal and my country is in lockdown and it has been more than a month. My parents' are out of jobs and business right now. I know everyone has been affected by this but I feel we don't get as much priority as the citizens here. We came here to gain knowledge and grab opportunities in one of the best countries in the world and we do hope that we are considered and given as much priority because we are equally affected by this pandemic.</p> <p>I would therefore like the university to please consider us international students while deciding about the budget.</p> <p>Thank you.</p>
Mariella	Calderon		Mason Student	I am an international student, and I am worried about having to pay 12 credits that right now I cannot afford. This is a global pandemic affecting international families as well. Mason has a great and big international community. Is there going to be a wave of minimum credits required to take by international students?
			Mason Student	I am an international student. My country has closed borders due to COVID-19 and I can't go back. My family's income has lower to the point that they aren't able to send me money. I can't work due to my F1 status and our current situation. I have been barely "surviving" here in the US these last 50 days. And honestly I am concerned if Mason will consider some help to international students "trapped" in the country.
Kimberly	Kim		Mason Student	I am an on-call nurse, and there is a lot of shifting within our staff. During the time of crisis, I am scrabbling for a job in order to pay for my tuition. Because on-call positions will be the first one to be out of the system, the full-time and part-time employees will be given the priorities to work. Increasing the tuition at the time of crisis is not a good look for GMU. When GMU is offering assistance with funding for students, but discussing to increase tuition, is unthinkable and despicable. I understand that the government funding is being pulled away for academic institutions, but please don't take it out on the students during the time of crisis.

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Kaitlyn	Aney		Mason Student	I am aware that although we,Âve received housing, dining, and parking refunds, there will be no sort of refund or compensation for this semester,Âs tuition, especially for out of state students. What is the reason behind this? Many students like myself fear that we will be hurt financially in the future by this decision and we are not getting our money,Âs worth. One should not pay an in person instruction rate while taking online classes that do not replicate the in person instruction whatsoever. If there will not be a refund of tuition regarding the Spring 2020 semester, will there be lower tuition rates, switching to the online tuition rate, or any type of forgiveness available for both out of state and in state students in the upcoming fall term?
Anna	Burklin		Mason Student	I am currently an out-of-state graduate student in the College of Visual and Performing Arts. I have already been feeling the effects of accumulating student debt and anxiety that comes with the considerable gap in in-state and out-of-state tuition rates, and with the move to online learning, I do not feel that I am getting nearly as much out of my classes and program overall. That is not the fault of the program, but just comes with the move to virtual instruction. I would not have chosen to pay for an online program, and that's why I chose to enroll in the face-to-face program at this University. I would either propose some kind of pro-rating for tuition during this completely virtual time, or at least, I strongly ask you to consider forgoing out-of-state tuition for the duration of virtual learning.
Jacqueline	Kazil		Mason Student	<p>I am part-time student who works full-time. I have been working on my degree for almost 10 years. Over the years my tuition has gone up. I am ineligible for financial aid. At the same time, I have a mortgage, a child in daycare (which is the cost of a mortgage), and I am pregnant with my second child, which am I about to have.</p> <p>I can not afford another tuition hike. I am already risking quitting my degree as a result and I am very close to finishing. Please don't do a tuition hike.</p>
Kolachi	Oparanozie		Mason Student	I do not believe that it will be fair and practical as an out-of-state student to pay online out-of-state fees for courses we did not chose to be online. I hope that the board consider changing the tuition fees and or course fees for this semester if this is the case.
Naren	Durbha		Mason Student	I feel keeping in mind the health of the Mason community, Fall 2020 classes should me moved to online. So that we ensure utmost safety. I appreciate the thoughts being put in by the board members in making efficient decision. Proud to be a part of Mason Community.
Kevin	Brooks		Mason Faculty or Staff	<p>I have been a staff member at Mason for 11 years and it is a great place to work. Before COVID-19 the draft State budget included a 3% bonus in the first year and a 3% pay increase in the second year for state employees.</p> <p>Realistically, we will probably not receive a bonus and/or pay raise at all during the next two years. If this is the case, I wanted to share that extra time off is another alternative, that I would really appreciate. There appears to be a few different ways this could be accomplished (I am not in HR, please seek their guidance). Floating holidays over the course of the year for staff/faculty to use. Maybe Retention leave. Extra time off during the holidays, maybe a full week off at Thanksgiving, and/or a full two weeks off during the Winter break.</p> <p>Thank you for letting me share my comments.</p>
Chelsea	Gray		Mason Student	<p>I have three main budgetary concerns for the BOV to consider:</p> <p>1) I strongly urge you to not increase tuition for graduate students. Last year, graduate student tuition increased, while undergraduate tuition did not. Considering that GMU pays GTAs significantly less compared to other R1 universities, that out of state students tuition is NOT fully covered by a TAsip or an RAsip, and that students who are a GTA or GRA are barred from taking another job, it is not reasonable or</p>

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				<p>acceptable to increase tuition without a comparable increase in pay, especially for out of state students.</p> <p>2) I also urge you to increase funding for Title IX and mental health services. Shelter in place as a result of COVID will/has resulted in increased rates of domestic violence. Students will undoubtedly need help from the Title IX office, Student Advocacy Center, and Counseling and Psychological students. George Mason has previously promised to increase full-time staffing at the Title IX Office and has not fulfilled that promise. The Title IX process at GMU at the best of times exceeds federal time limits, violates students privacy rights, and often does not provide adequate interim measures (GMU has in the past and is currently being investigated for Title IX violations). The Title IX Office, under its current leadership, is NOT equipped to handle the additional challenges of COVID, as leadership has demonstrated an inability to adequately address basic campus concerns. I am deeply concerned that, in violation of student rights and federal law, the Title IX Office will delay investigation of complaints, citing understaffing or underfunding.</p> <p>Furthermore, counseling and grief services need to be increased for students, as many will coping with extreme trauma during this event. GMU can do so by increasing the budget for offices at GMU that do an exemplary job helping students, such as the Student Advocacy Center and CAPS.</p> <p>3) I also suggest that you budget for an independent firm to do an audit of the Title IX process at GMU, and to make the findings public. Considering a letter to the editor, published in the Fourth Estate on March 23 (https://gmufourthestate.com/2020/03/23/letter-to-the-editor-5/) and the recent news of Dr. Kashan, the systemic issues within GMU's Title IX process are becoming increasingly public. This negatively impacts the reputation of the institution (and therefore the perceived quality of my graduate education). An ethically conducted audit, with the findings made public, will demonstrate the values George Mason holds, lead to improved Title IX procedures, and increase trust between institution and the students George Mason serves. Increased transparency will only help an institution plagued by scandal, as it will demonstrate an effort to do better.</p> <p>Thank you for your time and consideration. Stay safe and healthy.</p>
Taoyang	Shi		Mason Student	I know the university has lost a lot because of the COVID 19, but I do not want the students to pay for it. I hope the tuition fee will remain the same or a very small increase, ȂÇ
Vanessa	Gutierrez		Mason Student	I know this is a hard time for everyone but what is Mason planning in accommodating for students especially those who are come from a low-income family or students who have to take loans out to continue their education at Mason. Will there be a way in which Mason will be able to further help their students financially?
Cynthia	Zema		Mason Faculty or Staff	I request that tuition for 2020/2021 remain the same for another year. Many students are having a hard time right now making ends meet and some may not even be able to return to school. I have a student who doesn't even want to go back to school if it's all online the way it was due to COVID. He'd rather take time off until it goes back to normal. Many students do not thrive in online classes. Therefore, I think the priority now is for the University to reopen and take the necessary steps to clean and disinfect the classrooms, provide hand sanitizer, and send the necessary reminder regarding hygiene. Maybe the University can even provide Mason logo masks and require students to wear a mask. Most institutions will want to raise tuition to make up for lost revenue however it wasn't the students' fault and students should also be given a chance to financially recover as well.
Nesma			Mason Student	I saw in an earlier email that the University is thinking about raising tuition. I would request that sutch an action not to happen as I am an out-of-state student with a single parent and we struggle to pay as is.

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naren	raju		Mason Student	I think that the tuition fee should be reduced. I am an international student and it is already really expensive for me so if the next semester is online it doesn't make sense to spend so much money . Why would I spend so much money just to learn my stuff online.
Kelly	Ruiz	Mason daca students	Mason Student	I think tuition rates should not keep increasing because campus will be closed until next year and will be only taking online classes. A lot of people are going to try to recover from the economic impact due to the virus.
Liam	Beckett		Mason Student	I understand that these times are challenging. I understand that precautions need to be taken, and we all must do our part. However, frankly, I do not believe that online classes are a very effective way to conduct university level education. Personally I have found it to be very taxing on a mental level. I am currently enrolled in 16 credits for the Spring 2020 semester, a workload I comfortably completed during Fall 2019, but now feels daunting and rather overwhelming in the current state of things. Not only do I personally feel as though I'm struggling, but I know I'm not alone. I hear friends telling me they will not attend next semester if classes are held online. These are Patriots, these are Mason students. None of us have gotten to where we are for nothing, we have worked hard to attend this university- it is a privilege that is not taken lightly. I feel as though to hear such sentiments should be an indicator of how the current online structure is affecting students. To be completely honest, if not for the financial responsibilities tied to federal student loans, waiting out another online semester is an option I would very strongly consider myself.
Janet	Haggerty		Mason Student	I understand the need to live within a budget, but I wish the professors could be better paid. There is a extra fee for online courses (in typical semesters) that now seems very strange to me. The face-to-face time with professors is so much more valuable than we seem to realize. I would pay more for live classes than online classes any day. Thank you for spending the money to make this difficult time less of a burden.
Sara	Marriott		Mason Student	I understand the university is also going through financial hardship, but students should be a priority. Mason should want to be known as the university that bent over backwards to help students stay afloat during this time where the majority of students are unable to find employment. Mason should consider reducing tuition or creating some sort of tuition relief for students (especially graduate students) who,Âs graduation plans have been delayed a semester due to Covid. For example, because of missed fieldwork, I have had to delay a semester. This impacts me financially. Some students may not be able to afford to make up the additional tuition. If Mason assists in tuition relief for students, then you will have a lower withdrawal/dropout rate over the next year. Long term, tuition relief will be better for the university and students as a whole.
Jean	Thoensen		Mason Student	<p>I urge the Board of Visitors to hold all fees, not just tuition, flat for the 2020-2021 academic year and to significantly expand financial aid.</p> <p>The COVID-19 pandemic has hit college students remarkably hard. Mason is a diverse community with a high proportion of Pell Grant recipients and first generation students. Thousands of students work part or full time to support themselves and their families. Those who are considered dependents for tax purposes weren't eligible for the \$1,200.00 stimulus payments. The low wage jobs worked by students simply evaporated, and many of those jobs simply aren't coming back. We will see a loss of currently enrolled students this fall, some of whom will never return, plus a decline in incoming freshmen.</p> <p>Please preserve as many jobs as possible with wage freezes. Don't wipe out tenure track faculty, and then hire them back part time as adjuncts. Consider short furloughs of staff on a rolling basis in preference to layoffs.</p> <p>Preserve the university. Expand access. College is too expensive, and we will lose so many students permanently no matter what we do. Dig deep to do the right thing.</p>
Surin	Park		Mason Student	I want to know about financial aids and tuition

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Deena	Osta		Mason Student	<p>I would like to know what is the likelihood that next semester classes will be online. If so, will the pass/fail policy still apply? Is the class work load going to be the same? Are lectures going to be pre-recorded, or will we have to attend class at a regular time? Will the grading system change?</p> <p>I would also like to ask about tuition: what is the likelihood that the tuition will increase? And what is the reason for that?</p>
Sophia	Chapin		Mason Student	<p>I would like to see more investment in projects that positively benefit Mason's community directly or our broader goal to be net-zero by 2050.</p> <p>First, we should be addressing the habitat destruction that is visually present on our campus. The native habitat has been deteriorated by recent construction, and would greatly benefit from restoration. Our campus needs more native plants and wildlife. The area by student apartments should become a full-time green space, and the wetlands nearby restored. Empty spaces by the MIX and Peterson Hall should be left green, and given picnic tables for students to spend time in outdoor spaces. The construction has really taken a toll of student's mental health and perception of the campus as a nice place to live, and these changes would give students spaces to be calm and connected with the natural world.</p> <p>I would like to see improvements to our parking issues, and this may include using parking fees to fund public transportation and bike lending programs.</p> <p>Finally, I believe tuition needs to be used to lift up students that are in need. As a past student-athlete here at Mason, I don't believe more funds are needed in athletics. I've been there, receiving thousands of dollars of Adidas gear and gathering impractical souvenirs at men's basketball games. I see a level of excess, and deeply believe the money could be invested in programs that improve the lives of a greater population. The Patriot Pantry needs uplifting. These students are part of our community, and many rely on us for help. I understand athletics turns a profit, but this would not change if some revenue was re-routed for philanthropy on our own campus.</p> <p>I want my tuition to make a positive impact on people's lives, and I would love to walk around campus and see that difference. These projects are a less costly way to improve our image and student morale, and would make Mason a university that does what is right, not what lines pockets. Mason is supposed to be a leader in innovation. I don't see it yet when I look at our record on climate change, investment in fossil fuels, or how we fail to support vulnerable communities or underpaid workers on our campus. I think we need to re-brand and enter a phase of recovery for our community, and do so deliberately. I would like to see the budget reflect those ideals.</p>
Jeffrey	Adams		Mason Faculty or Staff	<p>I would like to see you all consider additional funding for the MASI program and review how the program recruits and admits students. I work directly with families who have applied to the MASI program, some accepted and some denied, and believe that this program deserves more recognition at GMU and also deserves the funding to grow and thrive. Our institution serves the needs of over 250 students living with some form of Autism, and yet the MASI program this year was only able to accept less than 20 students. I have had families who were recruited to GMU based on the belief that they would be accepted to the MASI program, only to be denied admission so late in the enrollment cycle that it seriously harms families abilities to make sound educational and financial decisions as the program did not release denial decision until April 21st when the original enrollment deposit deadline was May 1st. That is a black eye to our university, and what is even more troubling is the fact that we deny so many families the opportunity to participate in MASI due to a lack of funding according to the program director that I've spoken with.</p>
Carola	Valdez		Mason Student	<p>I'm a part-time undergraduate student taking courses in the evenings. My first semester was back in the Fall of 2016 and still continuing. Throughout these years the fees increase more each time, almost</p>

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				matching my tuition fee. I believe that it should be fare for the fees to be reduce to part-time students, specially to those that take classes in the evening because I personally don't use much of the facilities such as the gym, libraries, fields, etc. From my experience instead I've encountered difficulties in getting the support I need in order to accomplish homework task as well as career advising. I'm paying so much money toward fees that are mentioned to be use toward student's needs such as writing centers, gyms, etc. that most likely living on campus and full time students benefit from BUT in my case as a evening part-time student I don't get a chance to benefit from because they are not available in the evenings such as the writing center, librarian for IT, career advisors, registration offices, etc. The high fees are affecting me greatly because is money that could be going toward my tuition's fees and finishing my degree sooner. I'm currently in a point where I only have enough money to cover two more courses(1 summer -1 fall), but I still have 8 courses left to finish my degree. I'm in a situation where my goal to graduate will not be make possible and be stuck with an incomplete degree. I also have a son who just started at Mason this Spring Semester and don't have the means to pay for the summer or all 2020. This Spring semester if we combine, we paid close to \$3,000 just in fees. I strongly request to take my comment in consideration to reduce fees for both full-time and part-time students for at least 2 years BUT mostly for evening part-time students since facilities and services are not available during those time and the fees been paid are not been use to support our needs. Thank You!
Elizabeth	Molina		Mason Student	I,Ãd a student falls ill during summer courses and is unable to continue schoolwork, is the possibility of refund and no grade penalty an option? I am currently working in direct contact with a community who is testing positive for the virus as my employer offers them quarantine shelter. I am concerned on failing/losing tuition money if I fall ill.
Alexandra	Mironova		Mason Student	I,Ãm an out of state student, if we go online I don,Ãt think it makes sense for me to have to pay out of state tuition if I,Ãm staying in my home state.
Sabrina	Ford		Mason Student	I,Ãm concerned about paying full tuition, especially out of state, for summer classes since they are completely online and in the fall since we will most likely be online.
Benjamin	Miller		Mason Student	If classes are held online next semester, do you plan on charging the same price for them as if they were in person?
Erin	Cervelli		Mason Student	if classes are held only online fall 2020, will there be a tuition discount? as an out of state student i am unsure if it is worth it to be paying such a high tuition for virtual classes. we are not accessing the excellent facilities we are normally provided with. if there is no tuition discount, would students be able to take a gap year, and continue their studies, and scholarships, once in person classes resume?
Kemberly	Viveros		Mason Student	If it is decided that the fall semester will take place entirely online, how will out of state tuition be effected? Considering the circumstances of the situation and that no one will be on campus, it would be completely inappropriate to charge some students half as much as others when everyone is receiving the same online services.
James	Olds		Mason Faculty or Staff	If it is impossible for undergraduate students to be on Fairfax campus in the Fall, then I think tuition should be discounted and this discount should be paid for by a budget cut .
Marie	Tessier		Mason Student	If we do online classes next semester, students should receive a discount on all classes. I am considering, and I know many others who are considering this: taking a gap semester instead of wasting a lot of money on online classes which were supposed to be face-to-face. And parking should be discounted as well. Thank you for listening to my comments.
Emily	B		Mason Student	If we move online in the fall, how will you be handling out-of-state tuition? To my knowledge, I,Ãm already \$4500 in out-of-state tuition sit on my own laptop for one class this summer. My roommate and I, another

First Name	Last Name	Organization	Mason Affiliation	Comment
				out-of-state student, will not be returning in the fall if we are online if there is not a tuition cut. Paying around \$13,000 to sit on our own laptops is absurd. Follow up: some grad schools have online tuition rates except for the one I,Ãm enrolled in. Will those tuition rates be applied in some manner across all disciplines if we,Ãre online in fall? Will this change the payrate for out-of-state students?
Gerald A.	Hanweck		Mason Faculty or Staff	In my view, the fundamental obligation of George Mason University is to the students' education. From this standpoint, the first obligation of the University is to make certain that this is provided for. This means that faculty are the most critical of employees of the University with the staff that maintains the classrooms and other infrastructure second. If pay cuts or furloughs are to be made, it should not be from the cadre of the most critical employees.
Ziyang	Liu		Mason Student	In the context of the global economic crisis, it is difficult to pay high tuition and fees, especially for international students. Another point is that from the current perspective, the COVID-19 epidemic is unlikely to be effectively suppressed in autumn, and as far as I know, a large number of international students have returned to their home countries (with the number of infections increasing, A large number of international students who have not returned are also planning to return to their home country), which leads to, if we need to return to campus in the autumn, a large number of students not only need to take high risks to return to campus but also a large number of international students can not buy tickets.
Kailey	Adkins	GMU Student Labor Alliance	Mason Student	In the Fall semester dining workers were able to collectively bargain for a better contract with Sodexo. In their new contract they received additional paid holidays, more affordable healthcare premiums, and raises for long-term employment. In a BOV meeting on Feb. 27th Carol Kissal said that the meal plans had to be increased by 5% rather than the regular 2-3% due to the new contract with sodexo. Rector Davis made a statement to the effect of, ,Ãlf students want workers to have a living wage they can pay for it with an increase of fees.,Ã Will students have to pay for providing contracted employees with liveable wages through more fees or a tuition increase?
Kailey	Adkins		Mason Student	In the Fall semester dining workers were able to collectively bargain for a better contract with Sodexo. In their new contract they received additional paid holidays, more affordable healthcare premiums, and raises for long-term employment. In a BOV meeting on Feb. 27th Carol Kissal said that the meal plans had to be increased by 5% rather than the regular 2-3% due to the new contract with sodexo. Rector Davis made a statement to the effect of, ,Ãlf students want workers to have a living wage they can pay for it with an increase of fees.,Ã Will students have to pay for providing contracted employees with liveable wages through more fees or a tuition increase?
Vanessa	Ferrufino		Mason Student	In times like these, it,Ãs difficult to pay a lump sum of cash for summer classes by the installment date deadline but it would be better to not impose last installment fees if tuition is paid by the end of the summer semester. Especially for summer classes that start in session A. It,Ãs too soon and I would still like to enroll without getting charged another \$100 just because I paid 2-4 weeks after due date.
Jean	Cummins		Parent of a Mason Student	Is there consideration being given to freezing tuition for 2020-21?
Daniel	Houser		Mason Faculty or Staff	It is a slippery slope to start cutting tuition for online courses. It suggests that online education has less value (diminishing the value of many of our students' degrees) and confuses the value of the education with the approach by which that education is provided. Online and on-ground education have equal value, but they are delivered differently. If there is a tuition change, it should be based on objective measures that do not relate to learning outcomes, which do not differ between the virtual and on-ground environments. Further, this should be made transparent to all - there should be no room to believe that Mason leadership has decided online education is worth less than on-ground education.

First Name	Last Name	Organization	Mason Affiliation	Comment
Jon	May		Mason Faculty or Staff	It's not only the students who are feeling anxiety regarding financial uncertainty; it is also the Mason staff. Can you tell us if furloughs are being considered for Fall semester, especially if the semester is not delivered in the traditional method or calendar timeline?
Isabella	Roccasecca		Mason Student	Learning fully online in a pandemic was very difficult for me, and I'm not sure I want to endure the same thing for Fall 2020, so I was wondering that once we have an idea of whether learning will be fully online in the Fall, if students would have the option to perhaps take a semester off?
Ghalib	Mehmood		Mason Student	Make tuition LESS and cut down on operating student fees since campuses are CLOSED
Kevin	Nunez		Mason Student	Making online classes cheaper. Increasing the probability of more students learning from home
Marzana	Chowdhury		Mason Student	Many students have either lost their jobs or have suffered a significant reduction in total income, their families included. With many either struggling to pay for their education themselves or who rely on their parents and or family to pay, students are considering to not attend the fall semester out of financial circumstances among other reasons. How do you plan to charge if not reduce the cost of tuition for the coming fall semester so students can still receive an education without having to postpone their intended graduation date?
Emma	Gregory	Mason Environmental Justice Alliance	Mason Student	Mason is an incredibly powerful institution, and we want to see it use its power for good. We want to see Mason take a position on what is ethically just and right, especially with our purchasing. When we spend money, we want it to be for products and services that are beneficial for the planet and all workers. In Mason's 2014-2024 strategic plan, it is stated that "We are careful stewards. We manage the economic and natural resources entrusted to us responsibly and sustainably." While this value is important, the tangible actions of the university are more important. What standards does the university currently have, or is considering, that guides its purchasing to be strictly justice-centered and climate neutral? How do we reserve funds for a sustainability revolving fund? How do our spending practices place us in a position of leadership in the movement towards 100% people- and planet-centered purchasing? What steps for transparency is the university going to take so we can encourage other universities to follow our lead?
Hunter	Litke		Mason Student	Millions of Americans and foreigners are struggling due to being unable to work and we, as a country, are uncertain of when we will be able to return to work or if we will be able to return to work. With this, students in the US and abroad are unsure of how they are going to pay for the 2020-2021 school year, because there is no way in telling what is going to happen. Even if the US opens, some states will not have all businesses open due to the severity of the virus in that state. Millions of Americans are struggling to stay afloat in these hard times -- thousands of students are not going to be able to return to school and may not return at all. In order to not place an unbearable burden on students and their families, I would like to see Mason either eliminate Out of State tuition and allow Out of State students to be considered 'In-State' for the 2020-2021 school year or eliminate tuition for every student whether they are In-State or Out of State for the 2020-2021 school year to ensure that all students are able to continue their education without being placed into a bigger hole of debt.
Monti	Zimmerman		Mason Student	My concern is how we will accomplish science lab classes if we need to maintain social distance in the fall term.
Kristina	Bhardwaj		Mason Student	My father has lost his job and now I fear having to go back to India and not be able to finish my school year.
Katherine	Trejo		Mason Student	My name is Katherine Trejo, I am a current junior at Mason majoring in Conflict Analysis and Resolution. I come from a low-income, single parent household. In a family of 7, I am the first born citizen in my family and the first in my family to go to college. Like many other first generation students, it is difficult to find financial resources to help us navigate college and all of its expenses. Constantly being bounced around from one office to another, the frustration of having to figure out how to pay for college while also studying for next week's exam is something the first generation community faces more than other communities at

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				Mason. Now, mix that with the current situation we are all in, the amount of anxiety and stress to figure out how will I pay for college has taken a toll. I had two jobs working for the FCPS school system, this money allowed me to support my family and pay for school necessities. Since the pandemic I have lost both my jobs and can no longer gather money to support both my family AND pay for school. What little of my saved up money is left I have to decide whether I will support my family financially or pay summer and fall's tuition. No student should have to decide between these two things. And now I sit here and wonder to myself, should I take a semester off? Drop out? What do I do? I am not the only one in this position, 40% of Mason's population are first-generation students. 40%. I hope this number sticks out to our BOV when they decide our university's budget for this upcoming year. Thank you for all your hard work.
Allison	Kaye		Mason Student	my understanding is that the tuition was going to be a fixed amount for the next few years. With the current situation and the refunds will this change? Will tuition be increased in the next few semesters?
Jones	Katabaro		Mason Student	On campus jobs have been off and that is true for everyone else's jobs in this lock down, but these jobs helped some international students with financial needs here and there. It has been a difficult time for everyone, as an international student the worry is maintaining status and paying for tuition during this time is of paramount importance and if the tuition could be lowered it will be vital. Please help with this request, it will go a long way beyond success at Mason.
Saurel Celestin	scelest2@gmu.edu	F1RST Gen Mason	Mason Student	<p>On May 2nd, 2019, George Mason University met with the Board of Visitors where they voted in agreeance for two of the biggest proposals in the budget that would affect tuition. The first was „Äufreezing,Ä undergraduate tuition at the year 2018,Äs rates for both in-state and out-of-state students. The second was changing how tuition costs were calculated for undergraduate students taking 16 or more credit hours in any single semester. As students of George Mason University, we are concerned that the Board of Visitors and the administration of George Mason University masked the impact these proposals would have on students; the reality of the second vote is that the 28 percent of Mason students that take 16 or more credits will see their tuition rise. Aside from masking the real effects, these votes occurred during a time that students were concerned about final exams and when students had class making their voices inaccessible.</p> <p>„Ä®A tax is being placed on students that take more credits to finish their degree faster and save money, creating another barrier to degree completion and retention while increasing costs incurred. While Board members have noted that George Mason is the least expensive public university in the state of Virginia, they ignored that for many students, particularly the lowest income students, the total cost of attendance is unaffordable. For example, federal data indicates that for students with family incomes below \$48,000, students face a gap of roughly \$15,000 per year, after all federal, state, and institutional student aid.[1] Some of these students may take additional credits to help finish their degree faster and to save on costs. Lowering the cap has potentially resulted in increased costs for students, especially those of low-income status in rigorous degree programs. George Mason University,Äs provost included in their email that they will provide „Äusome financial assistance,Ä to those „Äüwho qualify,Ä but it is clear that every student impacted by this decision will not be guaranteed this financial assistance.</p> <p>„Ä®The issue at hand is the lack of transparency between how much a student is paying for their education as a full-time student. Reported by GMU,Äs Provost, we have a 40% first-generation student and 33% pell-grant recipient population. Transparency is key to our success. When I was accepted into this university, my financial aid package did not indicate that my tuition will only be covering 12-15 credits. It,Äs deceiving and dishonest. If Mason,Äs administration truly values our campus diversity, cares about supporting students of low-income statuses, and cares about their students,Äs success in degree completion and retention, then they must raise the cap from 15 credits to 18 credits while freezing the rate of tuition for the 2020-2021 academic school year. We have all been affected by the COVID-19 pandemic but it has truly transformed the lives of low-income, families of color. Please, do the right thing and raise the cap to 18 credits while freezing tuition so we can still have the opportunity to complete our degree. „Ä®,Ä®</p>

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				<p>Below are signed student organizations, whose mission is to support Mason students from vulnerable communities that fully support the demands and questions from F1rst Gen Mason to the administration. Our identities make us who we are. We are proud to be first-generation college students, we are proud to be from low-income statuses, we are proud to be students of color, we are proud to be Undocumented ,Â our identities are interconnected and our voices will create change.</p> <p>ÂSponsoring Organizations:</p> <p>ÂF1rst Gen Mason, ÂTransparent GMU, NAACP - GMU Student Chapter, ÂMason DREAMers, Radical Organizers for Socialism and Equality,Â, Iota Nu Delta Fraternity Inc., Hispanic Student Association, ÂBlack Student Alliance, Black African-Heritage and Caribbean Coalition, ÂAkoma Circle, Collegiate Black Men, Asian Pacific American Coalition, Israel Student Association</p>
James	McDonough		Parent of a Mason Student	<p>Please - Given the uncertainty about how long the pandemic will last, and what the new 'normal' will be for the future, think about the students you already have enrolled whom you will be serving in the next few years. Make it affordable for them by limiting your spending to the basics - staff, instruction, and maintenance of EXISTING infrastructure. Don't burden them with spending for new, fancy amenities. They come GMU first and foremost for an education. Focus on these essentials - real world essentials, not the kind that look good on a magazine cover. And stop with outrageous textbook fees. The cost/value model for higher education was already becoming unacceptable before the pandemic. What we are going through now is going to make it unacceptable to even more people, and hopefully collapse it. Please - get out of the academic ivy tower bubble and talk to real people about what they are willing to pay for. The current cost/value model is doomed anyway. Use this as an opportunity to do it right before it collapses around you. FWIW - We have a son who just graduated from GMU, and a daughter who will soon. Both have received a VERY good education, and we thank GMU for it. Both my wife and are Ph.Ds, and we truly understand the MANY values of a good education. But we are both worried that schools like GMU are blind to the changes happening in society. People are not going to keep accepting a lifetime of crushing debt as the cost of an education. Please, this is the time to really rethink how critical affordability is if we are to have an educated society. Thank you.</p>
Elizabeth	Lee		Mason Student	Please allow academic advising appointments
Corinne	Kelly		Mason Student	<p>Please be mindful with the possibility of decreased occupancy in housing areas. I suggest that the University no longer makes it mandatory for freshman to live on campus and increase the attention towards the off campus housing office and transportation services. Using that individual student,Âs financial aid, the University should look towards finding areas for students to live and still get access to classes like they do with some of their off campus housing already, and the University needs to take in the additional costs. Being that this is not an environment in which students would want, either close campus down for the sake of everyone,Âs health or open it because COVID-19 is no longer a threat for students. Or take away the distance/ online learning fees for all classes if they cannot find suitable living conditions for the students, so they would be able to stay home. And take a away or decrease the activity fee, if COVID-19 is still looming, we won,Ât be able to gather in large settings and things will get cancelled any way.</p>
Shino	Kurian		Mason Student	Please make all textbooks as free online version. Also, please have a standard process of completing assignments.
Marwa	Hussein		Mason Student	please make the school budget cheaper
Dan	Humphry		Mason Student	<p>Provide prorated refunds to students for Spring 2020 or reduce fees for Fall 2020 to make up the difference plus reduce additional fees for online classes. Allow students to view class lectures online, but give students option to take exams and quizzes on campus or online. This will reduce in class attendance overall and still allow students to avoid being forced to use webcams and microphones for exams, which is a privacy invasion. Alternatively, if GMU does not open for on campus classes, then structure exams and</p>

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				quizzes to be timed and open note open book or unique and challenging questions so no technology monitoring will be required. Protect student privacy rights and make classes affordable and medically safe.
Destiny	Coleman		Mason Student	Since everything is uncertain with Covid-19 I feel that we should have to pay distance learning fees. I,Ãm already paying out of state and now the classes that I would have taken in person have all been switched to online. I don,Ãt feel that I should be punished for the pandemic going on at the moment.
Denise	Albanese		Mason Faculty or Staff	Since Mason moved from state employees as cleaning staff to contractors, offices, classrooms, and floors aren't cleaned very much, if at all (it used to happen in every room, every night). If we are to return to the campus physically, we'll need assurances that professional disinfecting will occur several times a day for almost all locations--desks, door handles and elevator buttons will need repeated cleaning. Is this even feasible at current staffing levels? Will there be increased cleaning staff to handle these needs? And should they get hazard pay?
Sai Risshie	Makineni		Mason Student	Since the class are made online, the tuition fee should be reduced by 40% for both in state, out state and international students as the usage of university amenities and building would be null. This would reduce the expenditure for the university. Since the Spring 2020 semester was made online during the mid semester, It would be necessary for the university to refund atleast 30% as the university cancelled its amenities in between and transitioned the classes to online. In case if the coming Fall and Spring semesters are back on campus(as in no online classes), then the university should decrease the tuition by atleast 20% for both the semesters as they haven't refunded the amount for the Spring 2020 semester which was transitioned online during the mid-semester. If the upcoming semester is made online completely, then the university has to reduce the tuition by 40% for all the students. Also there are many international student who will be taking classes from their hometown. So the Health Insurance for the International Students should be made optional(like if the student stays in US then the insurance is necessary, but if the student stays in different country then, it should be optional).Since this is a period of crisis, it would be difficult for parents and students to pay for the tuition. So, I hope that my opinion will be taken into consideration.
Mohan	Venigalla		Mason Faculty or Staff	Some of us who are at Mason for a long time faced three major recessions. Around each recession there were salary freezes. Despite periods of strong performance was for years (example 2007-2011), we got no rises. When the rises did happen, the distribution was based on some uneven measures. Past performance has always been ignored because of lack of institutional memory. The question is What are the prospects and options for those who once again had great recent performance but will not have a chance to get any rise for years?
Brooke	Harley		Mason Student	Students who only take online classes should not be subjected to the expensive student resource fee. Speaking for my self, I do not use the campus shuttles, libraries, rec facilities or any other on campus building. Being forced to pay for things I don't use does not make sense.
Sydney	Kirwan		Mason Student	Thank you for providing the space this morning to hear the diverse voices of our community. I wanted to echo the comments of my fellow graduate students and ask the board to make equitable tuition increases if increases absolutely must be made. In particular, please consider the experiences of grad students, many of whom are working professionals, parents, and otherwise have unique responsibilities in addition to being proud Mason students. Thank you for your consideration.
Jeanette	Barton		Mason Faculty or Staff	Thank you for your continued support!!! I have worked at the Law School for over 20 years and of course there has never been a work situation to equal what is happening now. In my position, working remotely wasn't thought to be possible until now, but guess what?? that's exactly what we are doing (albeit with a whole lot of help ad support).

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Katharyn	Bine		Mason Faculty or Staff	Thanks for your service to the Commonwealth of Virginia. What are the conditions that need to be met for Mason to consider a return to 1) class sizes of 30 or fewer gathering in a classroom; 2) lectures with more than 30 people; 3) allowing students to collect their possessions from residence halls; 4) allowing students to move in to residence halls; 5) holding co-curricular activities; 6) holding events, cultural and athletic, 7) allowing staff to return to work on campus? My questions are particular to the Fairfax campus but I realize Mason has multiple locations. Question #2: I'm assuming that Mason is currently operating at a deficit, and cost-cutting measures are being applied. What other sources of funding may be used to address the deficit? How likely is it that tuition or fees will increase? Will Mason continue to assess an additional fee for classes that are held online?
Ryan	Rossiter	George Mason Student Body	Mason Student	<p>The amount of incompetence displayed by George Mason's current administration this semester is astounding. Explicit dates set by administration have been entirely disregarded, leaving students to be left in the dark and fend for themselves whilst furthering the distrust towards the administration. Granted, these are unprecedented times. However, we expect concrete decisions from an institution we pay ten of thousands of dollars to attend to give us some form of reassurance. Instead, Anne Holton sends us an email detailing the prospect of a tuition increase for the next academic semester.</p> <p>Honestly, the gross negligence displayed by this organization is comical. Should we be face to face in the Fall, any credibility this school has left will be diminished. Financials will follow (since that is the only thing this school takes into consideration).</p>
Samuel	Thomas		Mason Student	The charges for attendance at the university (particularly tuition and student fees) would normally give us access to services such as transportation, student activities, facilities/buildings, athletics, and auxiliary services. Given that the transition to online classes (certainly for the Summer 2020 semester and the later half of the Spring 2020 semester, and possibly for the Fall 2020 semester) means that we no longer have access to these services, will our tuition and student fees be reduced so that we are not paying for nonfunctioning services and facilities we cannot use? Student's academics and college experience are harmed by not having access to campus facilities and resources, and I think our tuition and fees should certainly be adjusted if we are not being given access to certain resources.
Zuri	Hodnett		Mason Student	The credit cap of 15 before being charged extra is very challenging to work with when registering for classes, the credits for many courses are 3 and 4 and most students have to go over the limit of 15, opting for 16 credits ... one credit over that will cost more. Cap should go back to 16!
Olivia	Arena		Mason Student	<p>The Fall 2020 budget should stop charging students a fee for taking online courses. It seems as though more fall classes are in an online format and many students are opting to take them over face-to-face as a precaution to make any potential fall switches to online instruction easier.</p> <p>Not only has this charge made the mission of giving everyone access to an education more difficult, it was shown to be a waste of students' money as those who were already enrolled in online courses during the spring were never refunded.</p> <p>I'd also like to note that charging extra for online courses during this time directly disadvantages immunocompromised students who will be put in a position to decide between the safety of their health and their education.</p>
Leandro	Soto		Mason Student	The pandemic had a great economic impact worldwide. As an international student coming from a developing country, I have some financial anxiety about my next enrollment. Due to my out-of-state status, I pay considerably more than other students. I never had a problem with this before as shown in my financial statement submitted when I enrolled in GMU. However, now that my country has come to a complete standstill and my family's income has dropped dramatically to the point where we are in the red, the

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				situation is different. Therefore, I would like to ask if there will be any help for the international community during the next semesters, at least until we can restore things to normal. Some people outside of Mason told me, and I quote, "It is not our problem. If you have financial problems, go back to your country." However, I hope that Mason continues to provide access to excellence for its international students.
Nina	Asghari Kamrani	Mason Student		The payment system should allow for auto-payments to be cancelled and changed to manual. Without this being able to be done, GMU OVERCHARGED MY TUITION this semester and it took a very long time to receive a refund.
JD	Waters		Mason Student	The University should strongly consider adjusting long-range capital planning to take advantage of the low federal funds rate. The bidding process and approval of minor capital projects could also be accelerated to take advantage of lower student numbers on campus during the summer and fall semesters for construction.
Rickayla	Strong		Mason Student	These are trying times for everyone, in which the lifestyles of students have been drastically impacted for years to come. I hope that you all will consider our pleas of lowering tuition and not prioritize finances over our collective wellbeing.
ML	Harrison		Mason Faculty or Staff	<p>This comment is longish and doesn't need to be read out loud. I'm content to know that the Rector will have received it.</p> <p>I encourage the board to make all of its decisions with a long-term perspective and always with well-being in mind. The president of the College of William & Mary, Katherine Rowe, has written that „Áan outstanding university workforce is built slowly, over time, to achieve the quality of expertise and human understanding ,Ái and the commitment to community ,Ái,Áù necessary to serve its students and other constituents. Perhaps with something like Rowe,Áôs observation in mind, the president of Duke University, Vincent E. Price, has established two separate task forces in response to the current pandemic. One of them, ,ÁúStrategy Team 2021,Áù will develop a plan for the coming academic year; the other, ,ÁúStrategy Team 2030,Áù will focus on shaping the vision and direction of the university in response to major changes to the landscape of higher education either being set in motion or accelerated by this crisis.</p> <p>Under the leadership of President Washington and the Board of Visitors, Mason has an opportunity to draw on the innovation and flexibility that it has always pointed to as strengths and help to create a university we can all be even more proud of. It's hard to say what the budgetary challenges are that Mason faces, since those have not been announced, but some of our current interventions would likely help to address them while maintaining employee well being. Continuing the "telework mandate" for at least three days of the week, for applicable employees, would reduce the risk of COVID-19 transmission and also help minimize the university,Áôs (and the region,Áôs) carbon footprint. Shortening and/or compressing the work week is another creative solution that could help the university make better use of limited physical space. I think that what we have found so far during the pandemic is that we need access to our offices and to each other in person,Áibut not all the time. Although things will be better when day care centers and schools are open again, we've still found that administrative faculty and staff at least have more time to do our work when we aren't commuting. Thoughtfully decreased reliance on our physical infrastructure can surely lead to cost savings for the university and can also inform the Master Plan as it turns our campuses into a more pleasant and efficiently designed place for all of us be when we are there.</p> <p>Whether or not the BOV chooses to endorse Duke-like short-term and long-term strategy teams of its own, I again encourage the BOV and leadership to think about the long-term impact of devising something better than business as usual.</p>
Nicholas	Gural		Mason Student	Too many fees, no tuition or parking pass cost increases

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Sarya	Ahmed		Mason Student	Tuition prices should be reduced. Both of my parents have a loss of income from this, I am a full time student and I have a full time job. I am currently helping them pay the bills.
Neyda	Dionicio		Mason Student	Tuition should be reduced because we are only taking online courses and don't receive the experience of in class lessons
Jeremy	Zema	Delta Chi fraternity	Mason Student	Tuition should stay the same price because many people were hit hard from this financially, and a lot of people won't be able to pay
Lorrie	Neumeister		Mason Faculty or Staff	Very interested in the Budget agenda
Justin	Sutters		Mason Faculty or Staff	We all are very sympathetic to students and the unprecedented challenges they are dealing with. Obviously, there are many sides but as a faculty, it is also very important to remember that we and our families have also been affected by this and it has been documented that our salaries are not commensurate with the rising cost of living in this area. So, I do ask that this be really prioritized as retaining quality faculty is imperative and their mental and fiscal health are equally dependent on how the university responds during this challenge.
Surya Teja	Kandhipati		Mason Student	We have no access to most facilities provided by Mason due to the Coronavirus outbreak, I consider that a valid reason to be asking for a decrease in the tuition fees for the coming semester or a fitting refund for the current semester.
			Mason Student	We need a student help fund for the upcoming semesters.
Jackson	Garcia		Mason Student	<p>We're going to have overflowing morgues and ice rinks full of dead bodies, among them many Mason students staff and their families, because Mason's leadership is so greedy that, against the advice of the entire scientific and medical community, they're planning to reopen campus and drastically increase the spread of the virus among its students.</p> <p>The only remotely acceptable thing to do: Do all classes virtually. If fewer students enroll at Mason, TOO BAD, it's astronomically more important that your students, staff workers, faculty etc don't get sick and die at much worse rates than they already are.</p>
Peter	Figuroa		Mason Student	What is the financial incentive to pay out of state tuition for online classes?
Ana	Almeida Silva		Mason Student	When will parking passes be available? Will you be delaying the process due to the uncertainty of the fall semester?
Rutvi	Purohit		Mason Student	While students continue to emotionally and financially struggle to get through in these circumstances, we remain grateful to our university and its faculty for continuing to provide quality education. But, with the shift to online learning, while it is our only option in these circumstances, students are at a disadvantage financially and academically as we are not receiving the experience we paid for. It only seems fair for the tuition to be reduced to at least 50% for all students (especially for out of state students since they are charged much more with very limited scholarship and funding options). Reducing tuition would further enable us to focus on the learning and education aspects of the university institution rather than focusing on making ends meet with high tuition debts. There are several universities like the Franciscan University of Steubenville that has released a plan covering 100 percent of fall 2020 tuition, but if 100 percent tuition coverage is not possible for George Mason University, a 50% tuition reduction is the least GMU can do. I hope that the deciding members would empathize with the struggles of us students and consider this plea for a 50% tuition reduction for all students, including out of state students.
Katherine	Camberg		Mason Student	Why has George Mason been sending out emails about a master plan survey for new construction projects when students were not fully refunded for their housing and dining plans this semester? Does George Mason have the financial resources to start new construction projects, especially considering that COVID-19 may effect the amount of revenue Mason brings in next semester?

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Aveesh	Jain	Students	Mason Student	Why is mason wasting so much money? And not refunding any of it? Also if mason has so much money why not invest in a D1 football team!?
Domenic	Allegra		Mason Student	Will all distance learning fees be waived if classes are all online or a hybrid?
Maria	Stephens		Parent of a Mason Student	Will GMU consider reduced tuition costs if Covid-19 impacts mandate online classes for Fall 2020?
Lisa	Lister		Mason Faculty or Staff	Will Mason do away with the online class fees in the fall, in light of the possibility of students only being able to take courses online (either because of University decisions or their own health & safety concerns)?
Jieyao	Feng		Mason Student	Will Mason reduce tuition fee if we will be holding online classes? I personally believe that it will encourage students to take more classes, because as for I know, many students will not take full load if classes will be hold online next semester.
Stephanie	Martinell		Mason Student	Will next fall classes be in-person?
Courtney	Brown		Mason Student	Will out of state students get a tuition refund
Dioulde	Diallo		Mason Student	Will the proposed housing rates be re-evaluated due to its overwhelming increase? This has caused a lot of financial hardship and could put a stop to many people's education because they simply can't afford it. What additional aid will there be?
JhihLin	Jhou		Mason Student	Will the tuition be cheaper if 2020 fall semester goes online?
Cindy	TimYoung		Mason Student	Will there be any reduced prices for classes or parking? Will there be fewer students in classes considering COVID-19 can be spread through contact? Would there be limited classes scheduled on campus so students would not interact with each other too much? I believe precautions are still necessary for on campus students and masks and gloves should be worn if the school would consider that. There needs to be more summer classes available in a longer length time frame and not so limited that students aren't able to take intensified 1 month classes. Please consider that. Students would like to finish school as soon as possible and not prolong their life in school.
Boyoung	Byun		Mason Student	Will there be consideration of reducing student tuition and fees due to COVID-19?
Bettina	Belles		Parent of a Mason Student	Will tuition be frozen next academic year, especially if classes remain online for a portion of the year?
Peter	Figuroa		Mason Student	With regards to overwhelming anxiety and concern as a result of economic circumstances drastically changing with Covid19, will tuition rates be uncapped from 15 to 16 credits as it would help both issues of graduating on time and affording cost of attendance?
Michala	Conroy		Mason Student	With the arts becoming more and more prevalent due to our world,Â's situation and the sacrifices all artists are making financially to keep everybody (including people not in the art world) active and busy while there seems to be little else to do by sharing their art, do you plan on increasing funding to the arts at GMU? The arts are losing funding all over the world due to the financial strain, yet artists (including artists from your school) are sharing extremely relevant work and knowledge to people all over the world to help out while getting little to nothing in return. As a university, I would hope your goal is to support your artists while also rewarding their selfless giving to the world in a time of need. Thank you for your time and for allowing me to ask this important question.
Dominika	Econa		Mason Student	With the Fall semester registration opening, and the still-uncertain pandemic situation, do you think the online instruction the university provides for the students enrolled in online classes should be priced the same as the in-person classes? The quality of remote education may seem not equal to an in-person instruction. Why not lowering the student tuition for online instruction?

First Name	Last Name	Organization	Mason Affiliation	Comment
Darius	Dunn		Mason Student	With the large amount of setbacks over the summer and half of spring semester will tuition be raised to compensate for all the money given back to students in refunds?
Sara	Deriso	Transparent GMU, Partners for College Affordability and Public Trust	Alumni	<p>Hello members of the GMU Board of Visitors</p> <p>My name is Sara Deriso and I graduated from George Mason in December of 2019 with a BA in Government and Political Communication. I am a member of Transparent GMU, Mason 4 Survivors, and I am a Student Coordinator with Partners for College Affordability and Public Trust.</p> <p>Today I am encouraging the Board of Visitors to freeze tuition for the FY of 2021. Mason is now receiving \$4.6 million from the Commonwealth to freeze tuition. Students and their families are suffering immensely from the COVID-19 pandemic due to a number of circumstances. Students and parents are losing work and the economic consequences of this pandemic will impact my generation for years to come.</p> <p>I graduated from a few months ago, but I am now worried about finding employment in my field when the world enters an economic depression. Although I do not pay tuition anymore, I am encouraging the Board to help my friends and fellow peers at Mason from more financial hardship than what they are already facing. Freezing tuition would help so many students continue their education at Mason.</p> <p>Thank you for your time, Sara Deriso</p>
Taylor	Crosby		Mason Student	Raising the tuition and mandatory student fees for Fall 2020 counters the fact that GMU is refunding students for the Spring 2020 semester. It feels more like a ploy at regaining that money rather than improving the university. Has the board also considered the way this will effect students who have been forced out of work, or worse fallen ill, during this COVID-19 outbreak? If this outbreak continues like disease experts anticipate it could go well into June, leaving some students only two months of working before their tuition payments are due. If tuition and fees were raised, would the university consider a longer payment plan period for students who experienced a loss of work due to the outbreak to lower the financial stress? Overall, raising the tuition and fees for the Fall 2020 semester seems like it will place an undue financial hardship on students who are already facing unprecedented levels of stress. It is impossible to describe what it is like to be an undergraduate student at this moment in time, everything is uncertain and changing. As a university that boasts itself as focused on well being and focused on its students, I believe Mason should consider how devastating this would be to parts of the student body.
Kailyn	DeGraeve		Mason Student	We just had a tuition increase recently. As an out of state student with no help from family, this will kill my chances to continue college at mason. I already can barely afford it, increasing for out of state students makes it so much harder for us to want to come back to Mason.
Sophia	Diana		Mason Student	At the beginning of the year GMU decided to change its policy so we were paying by credit once we went over 15 credits for the semester. This was already an issue for many students as GMU is an expensive university to attend. GMU students pay more than most public universities require, my out of state per credit cost is more expensive than most as well. To increase tuition would be detrimental to majority of the students on campus. On top of that, we are in the middle of a pandemic. Many students are displaced or have lost their jobs. Many of their parents are in similar situations. To increase tuition during this time is a major slap in the face to the students here and I am very disappointed in hearing the news that this is being considered
Kara	Gerlek		Mason Student	I feel strongly that the university should focus on innovations that reduce cost instead of increasing tuition. For example, to what extent could costs be reduced by leveraging the distance learning capacity developed during the COVID crisis?

First Name	Last Name	Organization	Mason Affiliation	Comment
Caitlin	Schiavoni		Mason Student	I live in Washington, DC and still have to pay out of state tuition to go to Mason. It is already way too expensive for me and I already have thousands in debt in student loans. Additionally, with the current public health crisis, we have lost the majority of our income, likely for months, so if you raise tuition it will be even harder for me to pay for school. It's a shame someone living 45 minutes away from campus has to pay thousands upon thousands for education at a public university. Please don't make it worse than it already is.
taylor	hampton		Mason Student	I do not believe now is the time to increase fees/tuition. Considering the world unemployment has reach 3.3MILLION, due to COVID-19. Millions of people days are filled with anxiety and not knowing how they're going to pay their bills or where their next meal is going to come from, and now is not the time to add stress to an already stressful situation. Truthfully I cannot believe during an WORLD PANDEMIC raising tuition/fees was even a thought or inkling to begin with!
Isabel	Pedro		Mason Student	George Mason University should not raise tuition for the upcoming academic year. Due to the COVID outbreak, many students have been put out of work without severance pay or any sort of compensation, and are struggling just to survive on a day-to-day basis with what they have saved
Caitlin	Schiavoni		Mason Student	I pay out of state tuition as a DC resident and today found out the university won't even correctly refund me for my Shenandoah parking pass, and you all think it's a good idea talking about tuition raises? Despicable. It's a global health pandemic, some of us lost jobs, facing massive financial uncertainty and someone decided this is the time to discuss tuition raises?! Wow. Ashamed to be a Mason student right now.
Fiona	Husch		Mason Student	It is reprehensible that a tuition hike would be considered at this time. With thousands laid off, furloughed, or otherwise without work currently a tuition increase would force prospective and continuing college students to take out even larger student loans. That's even assuming that they can get private loans while being unable to provide proof of employment. To even suggest raising tuition proves that the BOV continues to care nothing for the GMU students.
Kolachi	Oparanozie		Mason Student	As a out of state Mason Student, I am concern about why we are increasing the tuition in the first place? If you all are going to increase the tuition, will there be more scholarships and grant programs available for out-of-state students in particular? I am concerned because majority of mason students are either out- of- state or international students. Given the current situation at hand, I was wondering if Mason could really reconsider this idea. Just last year we were hit with higher prices for taking 16+ credit courses. In some cases students do not have the option but to take 16+ credit courses to graduate on time.

First Name	Last Name	Organization	Mason Affiliation	Comment
Ashley	Stewart	GMU Community Response Network	Mason Student	<p>I'm a full time student who was recently laid off from my part-time job and my parents now have to financially support me so I'm able to pay my bills and buy food. When I heard that the BOV was considering a tuition increase, I thought it was a joke, but to my dismay it was not.</p> <p>American society is approaching a near guaranteed economic recession and the majority of families can barely afford tuition now. Their ability to afford higher education is likely to decrease in the coming months. I'm privileged enough to come from a middle-class family and both of my parents are still able to work. However, not all Mason students are as fortunate as I am and their families have had to deal with partial or total loss of income. My mother also works at a hospital that is running Covid-19 test centers and I worry every day her likelihood of surviving the virus should she get exposed. Other Mason students might have to deal with the loss of a loved one in the coming months or multiple if they aren't currently experiencing it.</p> <p>My family and many others cannot financially afford a tuition increase. In all honesty, even discussing the possibility of a tuition increase is an insult to Mason students. If the decision is made to increase tuition, it would be made in complete disregard to the well-being of students.</p> <p>Please, I ask you to be empathetic to the plight of students and vote against a tuition increase. Show compassion in light of a global pandemic, Mason students shouldn't have to fight for affordable tuition while they're quite literally fighting for their lives.</p>
Adriana	Jaramillo		Mason Student	It is extremely unfair to raise tuition given the circumstances that have occurred this past month. Many students work part time to cover cost of tuition and with this pandemic many have lost their jobs.
Karmen	Perry		Mason Student	I feel that it is irresponsible and unnecessary to raise tuition for George Mason students, particularly in the time of a pandemic that has forced millions of Americans and hundreds of Patriots out of their jobs that they use to pay for the quality education we receive at this institution.
Erica	Harp		Mason Student	The COVID-19 pandemic has brought an unprecedented amount of financial instability to almost every American. Many Mason students work either full or part-time, and thousands have recently lost their jobs. As an institution, how can we ensure that students can continue their education without going into poverty or debt? I believe the answer is obvious: Do not raise tuition.
Shelby	Stebbins		Mason Student	Increasing tuition, the year after a change to credit overload policy, during a global crisis and economic recession is appalling. If something like this would happen I would not return to Mason
Jean	Thoensen		Mason Student	Tuition should not be raised for the 2020-2021 academic year. The Mason community is currently suffering through the unprecedented COVID-19 pandemic, and thousands of students are in dire financial straits. The fall semester may be disrupted by the virus, sending us back into online classes that we didn't choose. This is not the time to seek higher tuition; it is the time to massively increase financial aid.
Lilianna	Deveneau		Mason Student	I lived in Virginia for two years before getting accepted to GMU. However, due to failures in the financial aid office, I was not granted the in-state tuition status until two weeks after tuition was due. As a result, I was charged an out-of-state amount I could not afford. Because of this, I had to defer enrollment by a semester. Not only did this put me behind my peers and make me a newcomer in a cohort that begins together in the fall, this also added an additional semester to my graduation time; rather than completing my degree in 2 years, it will be taking me 2 1/2. That, of course, adds a lot to my cost of education. Increasing the cost of graduate (and undergraduate) courses, especially given the fact that over 1/3 of the global population is currently in quarantine and unable to work for at least months, I feel is irresponsible for all those trying to obtain a quality education to make their dreams come true. Adding another layer of expense, particularly amidst such uncertainty regarding the economy, will certainly deter students from attending GMU and cause additional barriers, as it did for me. Thank you very much for your consideration.

First Name	Last Name	Organization	Mason Affiliation	Comment
Kayla	Motley		Mason Student	I do not think George Mason University should increase Tuition or fees. If anything, they need to reduce the cost because there are millions of people without jobs right now, like myself and we do not know when we will be able to get a job.
Anonymous	Anonymous		Community Member	If you don't lower tuition rates to community college levels, I'm going to get everyone to sue GMU for everything it's got. Allow students to take exam at home unmonitored and allow student to retake exams. Just because you're a professor at GMU making money doesn't mean you have the right to make students lives living hells! There's more important things than college life.
Alaa	Houalla		Mason Student	<p>Hello,</p> <p>Since the campus buildings are closed and activities canceled for rest of semester, are we eligible to get a refund for the Mandatory Student Fee?</p> <p>Thanks.</p>
Medha	Bhati		Mason Student	<p>Subject: Lower the Cost of Tuition For Online Classes</p> <p>Hello,</p> <p>As you know, the entire university and countless other universities worldwide have transitioned to online classes. I myself, as an F1 student living in Virginia with my family, who has to pay higher fees than everyone else who lives in-state, is worried about the proposition to increase the tuition rates due to the fact that we are already struggling a bit to pay for my school fees.</p> <p>Since the variety of on-campus resources has halted, including on-campus jobs (which I was looking forward to in order to get some more job experience and a bit of extra income) and the fact that online classes do not offer the same sense of authenticity and reliability as real-world classes, I wish to take action to reach out and express my discontent for the proposition for tuition increase that you guys proposed after the COVID-19 pandemic crisis.</p> <p>I hope that they will vote on lowered costs of tuition in order to lessen the stress, anxiety, and frustration that me and plenty of other students have been facing while dealing with this crisis while also taking in mind the unemployment status of F1 students like myself and other students who have lost their jobs, with only their family members or friends to support them financially throughout their education.</p> <p>Since I will be graduating in May 2021, I want my semester's out-of-state tuition fees that my father (who works two jobs) has to pay (who also pays for my sister's college fees in Virginia) to be lower or at least a reasonable price rate.</p> <p>Thanks for taking this message into consideration.</p> <p>Kindly, Medha Bhati</p>
Bethany	Letiecq		Mason Faculty or Staff	Thank you for the opportunity to comment on tuition policy. I strongly support a tuition freeze given the current hardships facing Mason students and families. We must continue to advocate for state reinvestment in GMU. A public higher education should be affordable. Thank you for all you do to serve our students. And we must do more now to invest in them.

First Name	Last Name	Organization	Mason Affiliation	Comment
Abhinav	Mishra		Mason Student	<p>Every year students observe their tuition increasing and they ask why. Of course GMU is not the only university to increase their tuition every year as numerous other universities engage in this practice. I for one think Mason increasing its tuition is a good thing. Because there will come a day when a generation of students will realise that paying X tuition rate is a racket, and when that day comes, the education system will crash and true reforms will have to be instituted. I want Mason and every other university, no matter how "prestigious" it is, to push tuition rates to an unsustainable level; let your greed motivate you to squeeze every ounce of money from these students. Please anger these students, make them feel like they are being exploited, and that their degree means nothing. I want you to increase the tuition rate by not ten or fifteen percent, no, no, no, that is too little, make it fifty, or even better, a hundred-and-fifty percent. Please saddle more students with increasing amount of debt that they already have trouble paying and when debt-saddled students become parents, I wonder if they will advocate a college education for their kids just like their parents had advocated to them. So, yes, I emphatically support the committee's endeavour to increase the tuition rate by at least fifty percent because I have learnt that only when a system crashes, can true reforms be instituted. So, let your unfettered greed guide your financial decision, please continue being short-sighted, that is one thing we humans are good at.</p>
Manraaj	Nijjar		Mason Student	<p>Increasing tuition in the present moment is a bad idea. The ongoing pandemic is already causing a lot of economic strain such that students might not be able to afford the current tuition as it stands for the next semester. Increasing the tuition at any amount would only serve to exacerbate that problem. Not only is it an issue with the effect it has on the students but the optics of the university raising tuition during or immediately after a pandemic will be bad as well.</p> <p>Thank you for your time</p>

First Name	Last Name	Organization	Mason Affiliation	Comment
Sancia	Celestin	F1RST Gen Mason	Mason Student	<p>On May 2nd, 2019, George Mason University met with the Board of Visitors where they voted in agreeance for two of the biggest proposals in the budget that would affect tuition. The first was “freezing” undergraduate tuition at last year’s rates for both in-state and out-of-state students. The second was changing how tuition costs were calculated for undergraduate students taking 16 or more credit hours in any single semester. As students of George Mason University, we are concerned that the Board of Visitors and the administration of George Mason University masked the impact these proposals would have on students; the reality of the second vote is that the 28 percent of Mason students that take 16 or more credits will see their tuition rise. Aside from masking the real effects, these votes occurred during a time that students were concerned about final exams and when students had class making their voices inaccessible.</p> <p>A tax is being placed on students that take more credits to finish their degree faster and save money, creating another barrier to degree completion and retention while increasing costs incurred. While Board members have noted that George Mason is the least expensive public university in the state of Virginia, they ignored that for many students, particularly the lowest income students, the total cost of attendance is unaffordable. For example, federal data indicates that for students with family incomes below \$48,000, students face a gap of roughly \$15,000 per year, after all federal, state, and institutional student aid. Some of these students may take additional credits to help finish their degree faster and to save on costs. Lowering the cap has resulted in increased costs for students, especially those of low-income status in rigorous degree programs. George Mason University’s provost included in their email that they will provide “some financial assistance” to those “who qualify” but it is clear that every student impacted by this decision will not be guaranteed this financial assistance.</p> <p>The issue at hand is the lack of transparency of how much a student is actually paying for their education as a full-time student. Reported by GMU, we have a population of 40% first-generation students and 33% pell-grant recipients. Transparency is key to our success in these vulnerable groups. When accepted into this university, our financial aid package did not indicate that tuition will only cover 12-15 credits - it’s deceiving and dishonest. If Mason’s administration truly values our campus diversity, cares about supporting students of low-income statuses, and cares about their students’ success in degree completion and retention, then they must raise the cap from 15 to 18 credits while freezing the rate of tuition for the 2020-2021 academic school year. Below are signed student organizations, whose mission is to support Mason students from vulnerable communities that fully support these demands from F1RST Gen Mason to the administration. Our identities make us who we are. We are proud to be first-generation college students, we are proud to be from low-income statuses, we are proud to be students of color, we are proud to be Undocumented — our identities are interconnected and our voices will create change.</p> <p>Sponsoring organizations: F1RST Gen Mason, NAACP – GMU Chapter, Radical Organizers for Socialism and Equity, Hispanic Student Association, Black African-Heritage and Caribbean Coalition, Collegiate Black Men, Israel Student Association, Transparent GMU, Mason DREAMers, Iota Nu Delta Fraternity Inc., Black Student Alliance, Akoma Circle, and Asian Pacific American Coalition.</p>
Kailey	Adkins	GMU Student Labor Alliance	Mason Student	I want to know how George Mason plans to address the fact that LT services have a history of hiring subcontractors that write bad checks and in some cases not provide a check at all to pay their employees wages? Is this a practice GMU will allow to continue?
Ellen	Gurung		Mason Student	Hello! My name is Ellen and I am a student at GMU - I want to tell the Board of Visitors and President Holton to demand IT Services provide paid sick leave, hazard pay, and personal protective equipment to all custodial workers or hire a contractor that will. I hope that university will work to ensure the safety and well-being of it's workers all the time, but it is of particular importance that they do so during this pandemic. Thank you!
Jamie	Thomas		Mason Alumni	

First Name	Last Name	Organization	Mason Affiliation	Comment
Deborah	Sánchez		Mason Faculty or Staff	Hello, my name is Deborah Sánchez and I am faculty at GMU and I want to tell the Board of Visitors and President Holton to demand IT Services provide paid sick leave, hazard pay, and personal protective equipment to all custodial workers or hire a contractor that will.
Kailey	Adkins		Mason Student	Why does GMU choose to use LT Services, a company that inaccurately classifies its workers as "independent contractors" rather than employees? Since custodial workers are classified as independent contractors they are eligible for healthcare, unemployment, and payed time off?
Dante	Burrichter		Alumni	Hello, my name is Dante Burrichter and I am a GMU alumni and I want to tell the Board of Visitors and President Holton to demand IT Services provide paid sick leave, hazard pay, and personal protective equipment to all custodial workers or hire a contractor that will.
Kailey	Adkins		Mason Student	I am concerned for the physical wellbeing of the custodial staff at GMU during this pandemic. How will the university ensure that these workers are protected during CVOID-19?
Dante	Burrichter		Alumni	Hello, my name is Dante Burrichter, I am a GMU alumni and I am concerned for the physical wellbeing of the custodial staff at GMU during this pandemic. How will the university ensure that these workers are protected during CVOID-19?
Dante	Burrichter		Alumni	Do you think it is the University's responsibility to make sure that all of its workers are payed a living wage? If not, then how do you maintain the expectations of students to pursue excellence in the name of your university, while the university is unwilling to do things as basic as ensure that their workers are earning enough to sustain their lives?
Dante	Burrichter		alumni	I have heard from custodial workers that they have received bounced checks as payment for their services. Do you feel a responsibility to ensure that this university work only with contractors that not only pay their workers, but pay them a fair wage, and treat them with respect and human decency? If not, then doesn't this conflict with George Mason's expressed values?
Dante	Burrichter		Alumni	Hello, my name is Dante Burrichter and I am a GMU alumni. Why does GMU choose to use LT Services, a company that inaccurately classifies its workers as "independent contractors" rather than employees? Since custodial workers are classified as independent contractors they are eligible for healthcare, unemployment, and paid time off?
Sol	Kim		Mason Student	I am having a financial problem to pay tuition next academic year 2020-2021. Is there any funding or scholarship to cover the tuition for an international student?
Kailey	Adkins	Transparent GMU and the GMU Student Labor Alliance	Mason Student	In the Fall semester dining workers were able to collectively bargain for a better contract with Sodexo. In their new contract they received additional paid holidays, more affordable healthcare premiums, and raises for long-term employment. In a BOV meeting on Feb. 27th Carol Kissal said that the meal plans had to be increased by 5% rather than the regular 2-3% due to the new contract with sodexo. Rector Davis made a statement to the effect of, "If students want workers to have a living wage they can pay for it with an increase of fees." Will students have to pay for providing contracted employees with liveable wages through more fees or a tuition increase?
Kimberly	Posada		Mason Student	Please do not raise tuition. A majority of students are struggling to pay for the ability just to live, being able to pay rent, pay for transportation, and food. Just surviving. And to add additional money that needs to be spent on tuition is adding more to the stress! We aren't just college students, some students have to take care of their love ones, and some even work two jobs, imagine a full work load and on top of that a full semester. That is a recipe for disaster.

First Name	Last Name	Organization	Mason Affiliation	Comment
Bryana	Chavis		Mason Student	<p>Hello, my concern is the inaccessibility of Mason's online courses. I became a Distance Learning student this past semester due to my pregnancy and the COVID-19 outbreak. That being said, I am also in the Honors College and the department has been very adamant about not providing more online classes for students who cannot be physically present. I think this is an inaccessibility for students who want to go above and beyond in their educational experience who may experience personal emergencies or even, in this case, a pandemic. I would like to know what the university is doing in partnership with its educational departments to ensure its students are granted with accessible resources despite their unique circumstances.</p> <p>I would also like to comment on out-of-state tuition for those taking online classes as well as those who are unable to go to classes due to the outbreak. I deem this to be very unfair that all students are required to access courses online but we are not all paying the same rates.</p> <p>Thank you!</p>
Anayxia	Rodriguez		Mason Student	<p>Hello, as an undergraduate student, I have concerns on the procedures placed on students during Covid-19 by George Mason University. Firstly we are expected to register and eventually pay for classes without any knowledge on how the classes will be conducted. Furthermore on how the tuition rate will be placed during this economic crisis. I am surprised the university isn't at least offering in-state tuition for its out of state students as many of us are falling on economic hardships. Moreover, students aren't being kept in the loop on decisions concerning their education as we receive notices last minute or at all. Additionally, if students are instructed to return to campus what will happen to students and faculty who are in the "high risk" populatio & first responders for Covid-19 (immune-compromised, diabetes, cancer, etc.)? These students need to be recognized as they deserve a safe environment and flexibility for their education. To also add, how does Mason plan to practice health guidelines with an estimate of over 35,000 students enrolled. Students need REAL answers, not emails that summarize why the coordinating team is called "Tiger Team" still doesn't know whats going on. Thank you for your time.</p>
Noreen	Nasr		Mason Student	<p>It is unfair and unjust as a well-known University to be charging students a mandatory student fee for the summer sessions when no facilities will be in use at this time. Students will be taking the courses in their homes and will not be using any on campus facilities that are nevertheless, closed. Furthermore, it is unfair to charge science students lab fees for equipment and materials that they will not even be using (given the circumstances). Why are students being charged an additional fee when the labs are going to be administered online through stimulation? The students are suffering a current financial crisis midst a pandemic. For the University to be charging students unnecessary fees it just portrays that the University's main priority is money and not the well-being of their students. A lot of students have lost their jobs and need these summer classes to graduate. This summer is deemed more expensive than any other summer semester at mason. Why is this the case? Shouldn't it be the other way around given what is going on currently? Lastly, a lot of classes within certain colleges have changed their sections to completely online for the Fall semester. Given this, students should not be charged an additional distance learning fee when they had no other choice to take the class in person. It is only ethical to charge students for the services they will receive not add hidden fees that are not applicable. Thank you</p>

First Name	Last Name	Organization	Mason Affiliation	Comment
April	Lopez		Mason Faculty or Staff	<p>Thank you for the opportunity to submit comments about tuition for the coming year 2020-21. I had been content to watch the Listening Session on the budget on May 6, as others had much more pertinent contributions to make than I did. However, having received the email of May 12 about the distribution of the CARES Act Emergency Relief funding, I am now moved to comment.</p> <p>The \$10.4 million which has been made available sounds generous at first. However, using the number of students receiving financial aid in FY19 as a guide (23,311; https://irr2.gmu.edu/FastFacts/), if the funding were to be divided equally between them, this would mean \$446.14 per student. Clearly there will be a range of awards around that figure, but with this as an idea of the scale it seems likely that, even at the top end, the funding received by any student would hardly be equivalent to the cost of one credit at current tuition rates. There has been mention of additional state funding to supplement this, but it does not appear that we should rely on any of the previously agreed increases to materialize because of the acute and extreme nature of the crisis.</p> <p>It has been said by President Holton and others that the health, safety and wellbeing of the Mason community should be the most important consideration in planning for the fall. Within that, we must surely put our students first, and this will mean making some tough choices. To my mind, it seems that we must look as hard as possible at holding the tuition levels for the coming year; and if it is not possible to hold them, then to raise them by no more than the rate of inflation (which I see has recently been lowered to 0.3%).</p> <p>I understand that Mason held its tuition for in-state undergraduates last year, which makes this decision even more difficult. However, such unforeseen circumstances as those in which we now find ourselves must call for a reassessment of our priorities. This is surely not the time to cite strategic investments, and especially not “investments in faculty and staff” and “disparities in pay structures”, as President Holton did in her introduction to the listening session, as reasons to raise tuition by any significant sum. We will ask a lot of our students in the fall, with restrictions on their mode of learning, their living arrangements, and their sport and social activities; but we should not be asking them to pay for faculty salary increases, even if these are selectively targeted to redress the previously mentioned disparities. In my seven months at Mason, I don’t believe I have met (or encountered virtually) any faculty member (or staff, for that matter) who would expect a pay rise if it meant putting a heavier burden onto our students at this time.</p> <p>I believe our decision-making is helped if we consider how we want Mason to be remembered after this time of crisis. If we want to preserve our mission of providing Access to Excellence, we must put our students at the heart of our plans, hold tuition rises to an absolute minimum, and defer, as far as realistically possible, investments not related to managing the situation in which we find ourselves. In this way we will enable our students, current and future Patriots alike, to fulfill their own personal missions.</p>
Julia	Pfaff		Mason Faculty or Staff	<p>George Mason should seriously consider offering Income Sharing Agreements (ISA) to all students. At a minimum these should be offered to all undergraduate students with at least 60 credits. A well and fairly executed ISA program could produced excellent outcomes-- For our students and their families: it reduces the immediate financial anxiety that all are feeling, by basing the payments to the university on future earnings over a set period of time regardless of the salary; It demonstrates to our students great confidence in the preparation for their careers and future that a Mason education provides by putting Mason skin in the game for their futures; It equally values to society the student who wants to pursue a career in education or social work and a student who wants to pursue a career in computers or engineering by sending the message that your education is worth x% of your salary over say 10 years vs over 50K (for instate students) in tuition regardless of your chosen career; For the University: it supports the strategic goal of creating avenues of access to higher education for all students; It potentially could lead to more revenue to the University over time depending on the post career salaries that alumni have; It puts Mason in an innovative space in the higher education; It could support retention and graduation particularly in these uncertain times by removing a financial barrier for all students. (Many students who had higher family contributions may suddenly find themselves in higher need but their FASFA based on last year might not</p>

First Name	Last Name	Organization	Mason Affiliation	Comment
				reveal the need.) In an ideal world an ISA would be implemented either by the University or by a non-profit associated somehow with the university such that any windfalls would not accrue to the banking system.
Nicole	Zarou		Mason Student	I am a Mason alumni returning to complete 5 graduate level courses and I do not agree with the mandatory student fees that are added to my bill. These fees are typically included for various reasons that we are unable to take advantage of in the current state that we are in. We are currently in a recession and it is unethical/inappropriate to be adding additional fees when all we are doing is being provided an education virtually. We aren't able to access the buildings, printer, shuttles, student activities. These fees are unacceptable and hope that I can be helped in this case. Thank you.
Lorne	Epstein		Mason Student	I would hope that the University lowers tuition by 50 percent given the loss of income by so many. Since buildings won't be open and many other costs won't be incurred, a reduction in revenue will keep us students coming. Many of us lost our jobs or our parents lost their jobs and income.
Adriane	Varda		Parent of Mason Student	As a parent of an out of state student I am concerned with the cost of on-line courses. Clearly on-line courses do not provide the same level of leaning. It is primarily self-teaching with little support. This past semester my son, like everyone else, went from live instruction in a classroom to at home on-line learning. Out of the five classes my son had, only one had live interactive class. Three of his classes were recorded, and any questions about the material had to be dealt with through email. One of his classes became a 15 minute meeting once a week to provide information on when assignments were do or tests were to be take. The rest of the course was a power point presentation that was entirely self taught. For those of us paying out of state tuition that's approximately \$4,000.00 per class to teach himself. This summer my son would like to take a required math class. If he were allowed to take that class at our community college, the cost would be \$173.00 per credit, or \$519.00 plus a \$30.00 application fee. Significantly less than the @4400.00 price tag for essentially the same class, since it will be an on-line class. I am asking that the Board of Visitors consider a reduction in the cost per credit rate for on-line classes during this unprecedented time. As the summer session begins June 1st, a rapid response would be greatly appreciated. Thank you.
Christen	Le		Prospective student	This is beyond ridiculous for a tuition increase. I was ninety percent going to transfer to Mason but with this increase this school is no longer competitive.
Maya	Kabro		Mason Student	Good evening I looked up the Mandatory Student Fee for GMU and it states that this fee is for Transportation, student activity, health services, athletic, auxiliary central & services, and facilities. Since all of these things are closed at the moment due to Covid-19 i was wondering if my fee of 876\$ could be waved for summer of 2020. I feel like it is unfair for students to pay this fee if all these things are not available. I do not want to pay for things that are just not available and I do not understand why this fee is even still being charged for the time being considering the pandemic. Other universities have already addressed this issue and I really would like to know why George mason has not.

ITEM NUMBER V. A:	Core Campus Project Naming Resolution: Horizon Hall
PURPOSE OF ITEM:	To give the Core Campus Project a more permanent name for ordering of signage and for use in university materials.
BRIEF NARRATIVE:	The new academic building that will anchor the Fairfax Campus requires a distinctive name that is flexible enough to accommodate future naming opportunities. The building's name should convey exploration and learning, the indoor/outdoor nature of the space, and the scope of the university's mission to broaden perspectives. The University Naming Committee, with members from across the university, collected input from a variety of stakeholders, including the College of Humanities and Social Sciences and Mason Innovation Exchange, both of whom will be based in the new building.
STAFF RECOMMENDATION:	In compliance with the Board of Visitors naming policy, the Core Campus Project resolution is provided for the Board's first reading at the February 27, 2020 meeting, and vote of approval at the May 20, 2020 meeting.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

WHEREAS, a state-of-the-art, 218,000-square-foot academic building under construction on the Fairfax Campus is scheduled to open in Spring 2021; and

WHEREAS, the new building, to date referred to as the “Core Campus Project,” requires a proper name for the ordering of signage and for use in various university materials; and

WHEREAS, the name must be distinctive but also crafted to accommodate future naming opportunities for a vibrant, globally connected hub for intellectual exploration and transformational learning; and

WHEREAS, the University Naming Committee, with representatives from the student body, faculty, Alumni Relations, Campus Planning, University Libraries and several other Mason offices and departments, gathered input from a broad range of additional stakeholders to generate a list of about 25 naming options; and

WHEREAS, those additional stakeholders included representatives from the College of Humanities and Social Sciences and the Mason Innovation Exchange, both of whom will be based in the new building; and

WHEREAS, the new building will define the center of academic life, aesthetically and practically, on the flagship campus of the largest and most diverse public research university in the Commonwealth of Virginia; and

WHEREAS, the name of the new building should reflect the scope of the university’s scholarship and research and the mission to broaden knowledge and perspectives; and

WHEREAS, the design of the new building blends earth and sky with large windows for natural light, complemented by abundant green space, an outdoor amphitheater and a larger and redesigned Wilkins Plaza; now

BE IT THEREFORE RESOLVED that the “Core Campus Project” be hereby officially designated as “Horizon Hall.”

BE IT FURTHER RESOLVED that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, May 6, 2020

Adopted: May 20, 2020

Horace Blackman

Horace L. Blackman
Secretary, Board of Visitors



Research, Innovation & Economic Impact

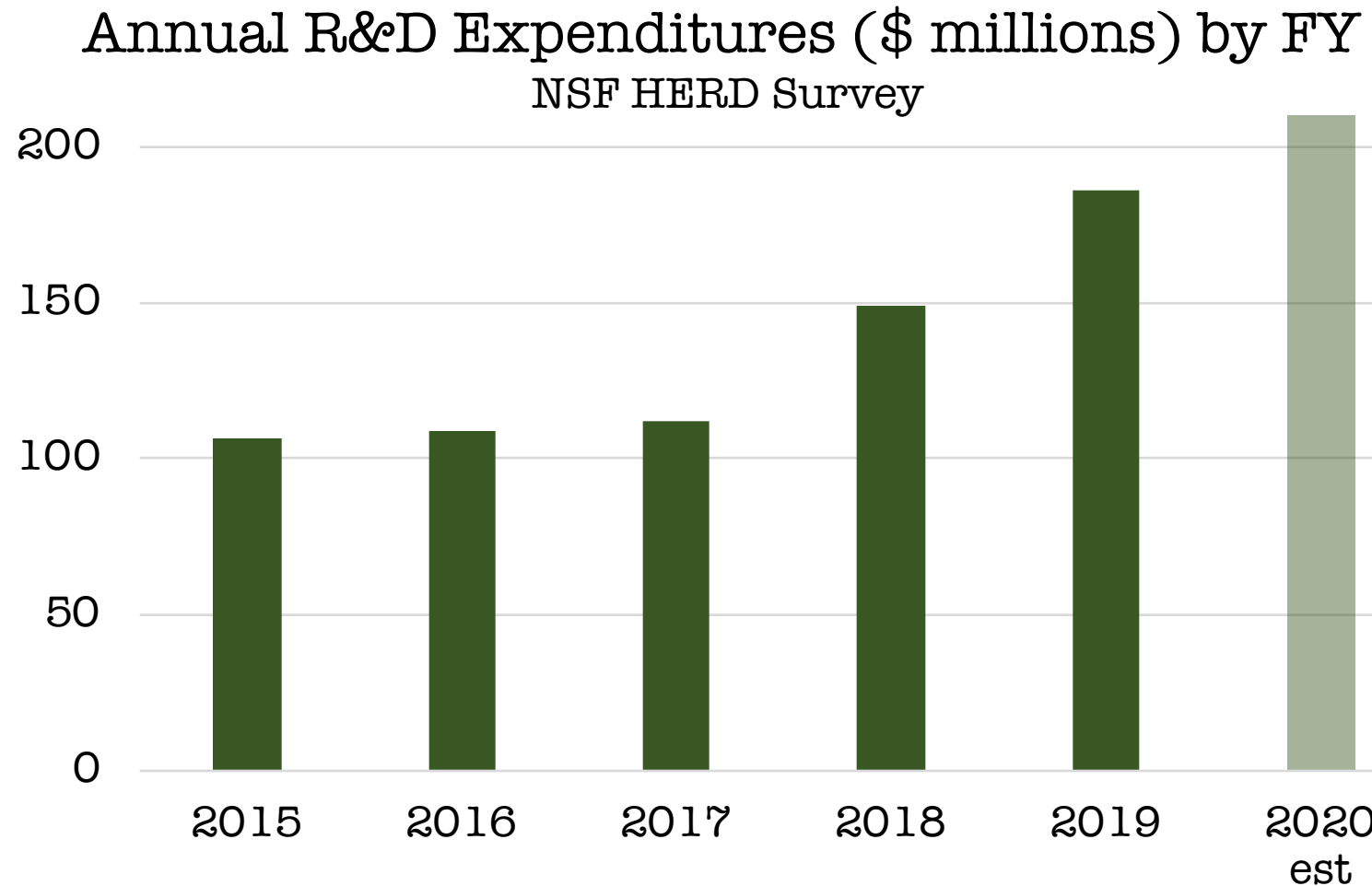
Deborah L. Crawford, PhD

Vice President for Research, Innovation & Economic Impact

President, George Mason Research Foundation

May 20, 2020

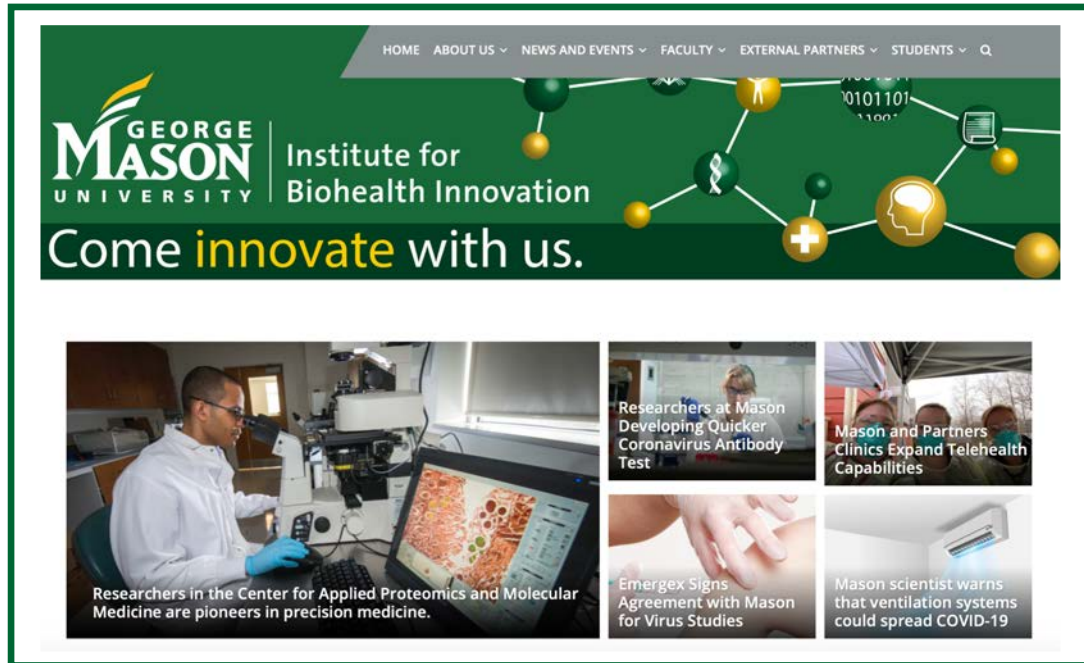
Research Performance



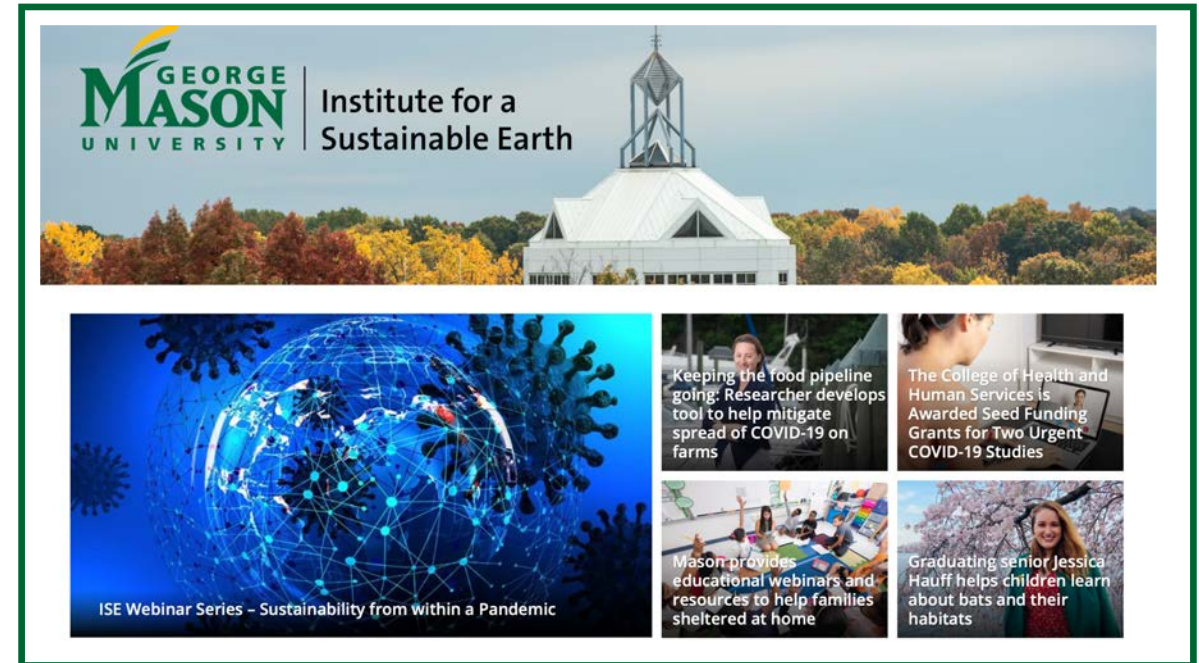
**FY 2020 over FY 2019
Performance Thru April 30**

Proposal #s	+7.1%
Award #s	+2.5%
HERD Expenditures	+16.4%

Strategic Priorities: IBI, ISE

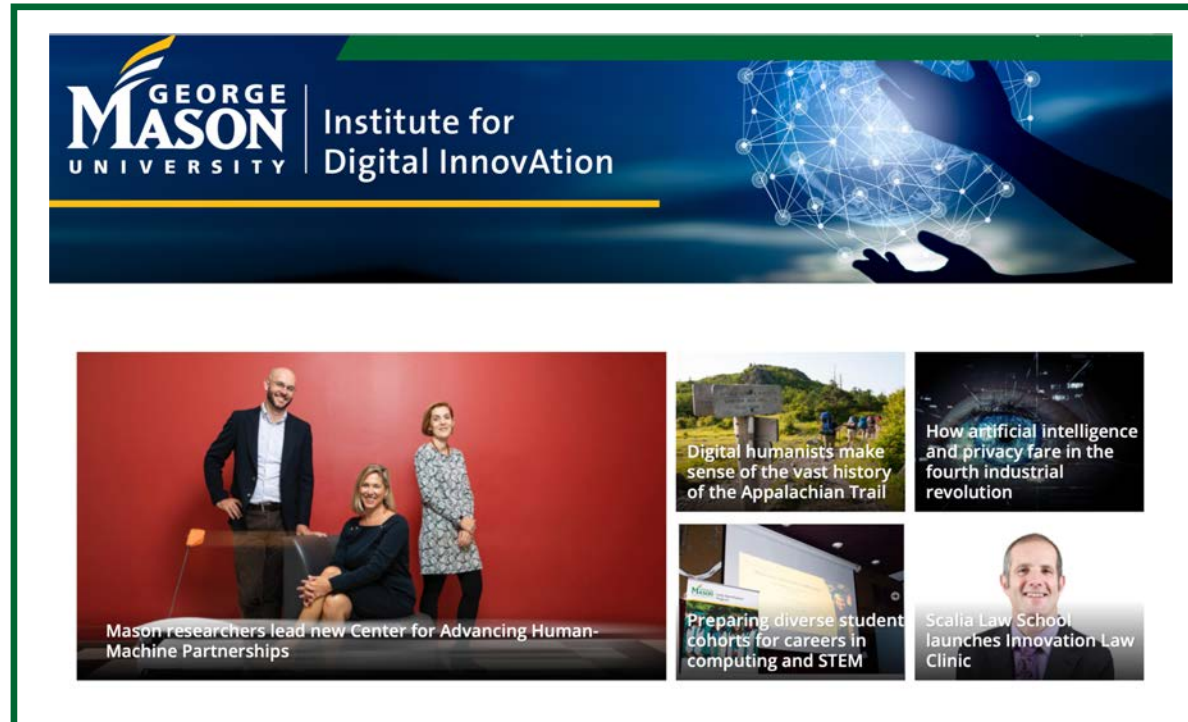


est. 2016
ibi.gmu.edu



est. 2019
ise.gmu.edu

Strategic Priorities: IDIA



est. 2020
idia.gmu.edu

Inclusive Innovation Placemaking

..... the new urban geography of innovation



Innovation & Economic Impact

- ✓ New AVP, Innovation & Economic Development
 - ✓ Regional Innovation Placemaking – “Innovation Lives Here”
 - ✓ Prince William, Fairfax & Arlington Counties, Cities of Fairfax and Manassas
 - ✓ VA Small Business Development Center (SBDC) Network
 - ✓ > 1500 small businesses annually, statewide
 - ✓ 7 regional development organizations
 - ✓ covid-19 small business recovery
 - ✓ VA Innovation Commercialization Assistance Program (ICAP)
 - ✓ >180 business teams, statewide
 - ✓ 10 VA university partners
- ✓ Scalia Law School Innovation Clinic
 - ✓ first clients Fall 2019

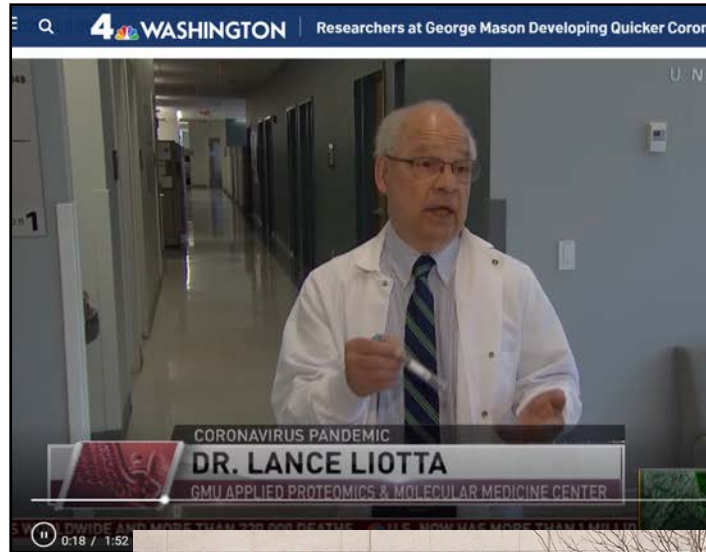


Paula Sorrell
AVP, Innovation &
Economic Development



Sean O'Connor
Exec. Director, Innovation Clinic

COVID-19 Research



Emergex and George Mason University sign agreement for highly pathogenic RNA virus studies

Emergex Vaccines and George Mason University's National Center for Biodefense and Infectious Diseases (NCBID) enter into an agreement relating to the development of CD8+ priming RNA virus vaccines, including for SARS-CoV-2

GEORGE MASON UNIVERSITY



PRINT E-MAIL

Abingdon, UK, 22 April 2020 - Emergex Vaccines Holding Limited ("Emergex"), a biotechnology company developing CD8+ priming set-point vaccines to prevent serious infectious diseases, today announced that it has entered into an agreement with the [George Mason University](#), based in Virginia, in the United States.

The agreement specifies that George Mason University's National Center for Biodefense and Infectious Diseases will provide their unique expertise and resources as a partner



IMAGE: GEORGE MASON UNIVERSITY SCIENCE



75 Research Proposals



32+ Active Research Projects



63 News Stories

Thank You!

it's been an exhilarating ride



**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University
Relating to Compliance with Accreditation Requirements**

WHEREAS, in order to meet the accreditation requirements of the Southern Association of Colleges and Schools Commission on Colleges, the bylaws of the Board of Visitors of George Mason University (“Bylaws”) must be amended;

NOW, THEREFORE, be it resolved:

1. Article II of the Bylaws is hereby amended to add a new paragraph 2 (renumbering subsequent paragraphs), to read:

“2. If any member of the Board fails to attend (i) the meetings of the Board for one year without sufficient cause, as determined by a majority vote of the Board, or (ii) the educational programs required by Code of Virginia § [23.1-1304](#) in their first two years of membership without sufficient cause, as determined by a majority vote of the Board, the remaining members of the Board shall record such failure in the minutes at its next meeting and notify the Governor, and the office of such member shall be vacated. Notwithstanding the provisions of Code of Virginia § 23.1-1300.E or any other provision of law, the Governor may remove from office for malfeasance, misfeasance, incompetence, or gross neglect of duty any member of the Board and fill the vacancy resulting from the removal.”

2. Article VI of the Bylaws is hereby amended to add a new paragraph 3, to read:

“3. The Board shall conduct a self-evaluation of its responsibilities and expectations at least once every two years, using a process determined by the Executive Committee and approved by the Rector.”

3. This resolution shall take effect immediately.

Adopted: May 20, 2020

Horace Blackman

Horace Blackman
Secretary
Board of Visitors
George Mason University

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University
Relating to Audit Committee**

WHEREAS, the Board of Visitors has established certain standing Committees, including the Audit Committee, as described in the Board of Visitors Bylaws; and

WHEREAS, the Board desires to change the scope of responsibilities of the Audit Committee and change its name to the “Audit, Risk, and Compliance Committee”;

NOW, THEREFORE, be it resolved:

1. Article II, Section 3 of the Board of Visitors Bylaws shall be deleted in its entirety and replaced with the following:

“The Faculty shall elect two non-voting representatives to each standing committee of the Board except the Executive Committee and the Audit, Risk, and Compliance Committee (see below). To accomplish this representation, the Faculty Senate shall administer bi-annual faculty representative elections. The candidates will be from the faculty at-large and elected by the faculty at-large. The Faculty Senate will notify the President of the outcome and the President will forward the nominations to the Rector for appointment. A separate faculty member may be selected to serve as a non-voting faculty liaison to the Audit, Risk, and Compliance Committee. The Chair of the Audit, Risk, and Compliance Committee will solicit nominees and make the appointment. No faculty member may serve on more than one committee. Faculty may serve more than one term.”

2. Article V, Section 3(c) of the Board of Visitors Bylaws shall be deleted in its entirety and replaced with the following:

“(c) Audit, Risk, and Compliance Committee

- (i) The Committee shall assist the Board in fulfilling its oversight responsibilities for the financial reporting process; the system of internal controls; internal and external auditing; institutional compliance processes that monitor compliance with laws and regulations; and enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.
- (ii) Each Committee member shall be independent as defined by the Board. At least one member shall be financially literate as defined by the Board.
- (iii) The Committee shall develop and adopt a charter for carrying out its responsibilities.”

3. This resolution shall take effect immediately.

Adopted: May 20, 2020

Horace Blackman

Horace Blackman
Secretary
Board of Visitors
George Mason University

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University
Relating to Delegation of Authority**

WHEREAS, through its Bylaws the Board of Visitors has delegated to the President the general authority to manage and operate the University, establish policies and procedures, comply with executive and statutory mandates, execute all documents and receive, manage and expend all funds on behalf of the University consistent with guidelines and authorizations established by the budget adopted by the Board, except as limited by the Bylaws; and

WHEREAS, the authority delegated to the President is limited to the extent that approval from the Board, or in recess the Executive Committee, is required for the University to enter into certain types of contracts and agreements; and

WHEREAS, the Board wishes to remove some of the limitations on such delegated authority;

NOW, THEREFORE, be it resolved:

1. Article VII, Section 2(d) and Article VII, Section 2(e) of the Board of Visitors Bylaws are hereby deleted, and subsequent paragraphs renumbered accordingly, so that Article VII, Section 2 of the Board of Visitors Bylaws shall read:
 - “2. The authority delegated to the President is limited to the extent that approval from the Board, or in recess the Executive Committee, shall be required in order for the University to enter into contracts and agreements to execute any of the following:
 - (a) The conveyance of real estate or the University's interest in real estate other than easements for the benefit of the University.
 - (b) Contracts, leases, or any other documents by which the University leases or acquires a leasehold interest in real estate for more than five (5) years with an annual cost exceeding \$1,000,000.
 - (c) Contracts, leases, or any other documents by which the University leases any of its real estate for more than one year with annual rental exceeding \$250,000.
 - (d) Part-time and full-time faculty or administrative faculty appointments of more than five (5) academic or calendar years.
 - (e) Contracts or other documents for capital projects in excess of 125% the approved budget.”

2. This resolution shall take effect immediately.

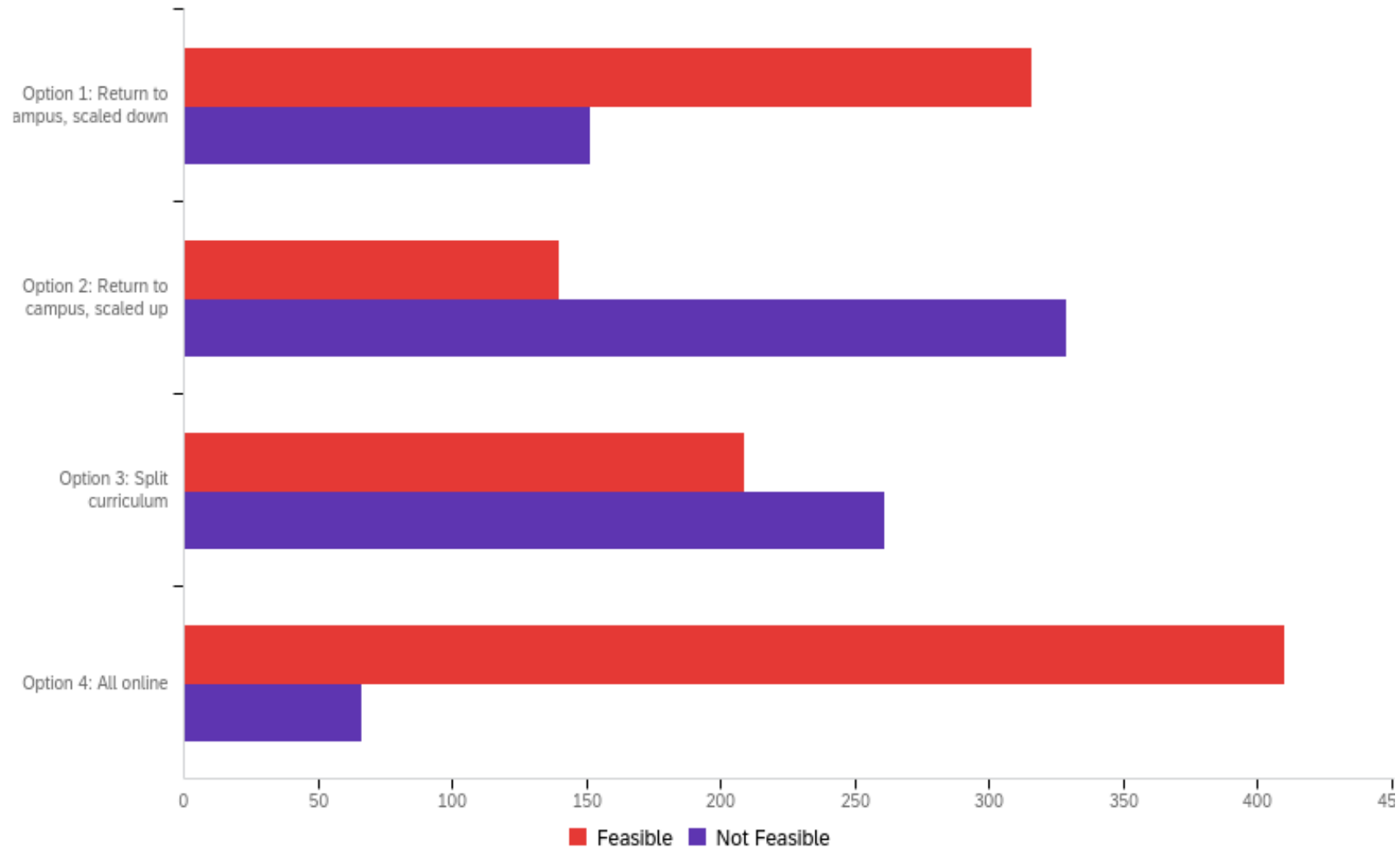
Adopted: May 20, 2020

Horace Blackman

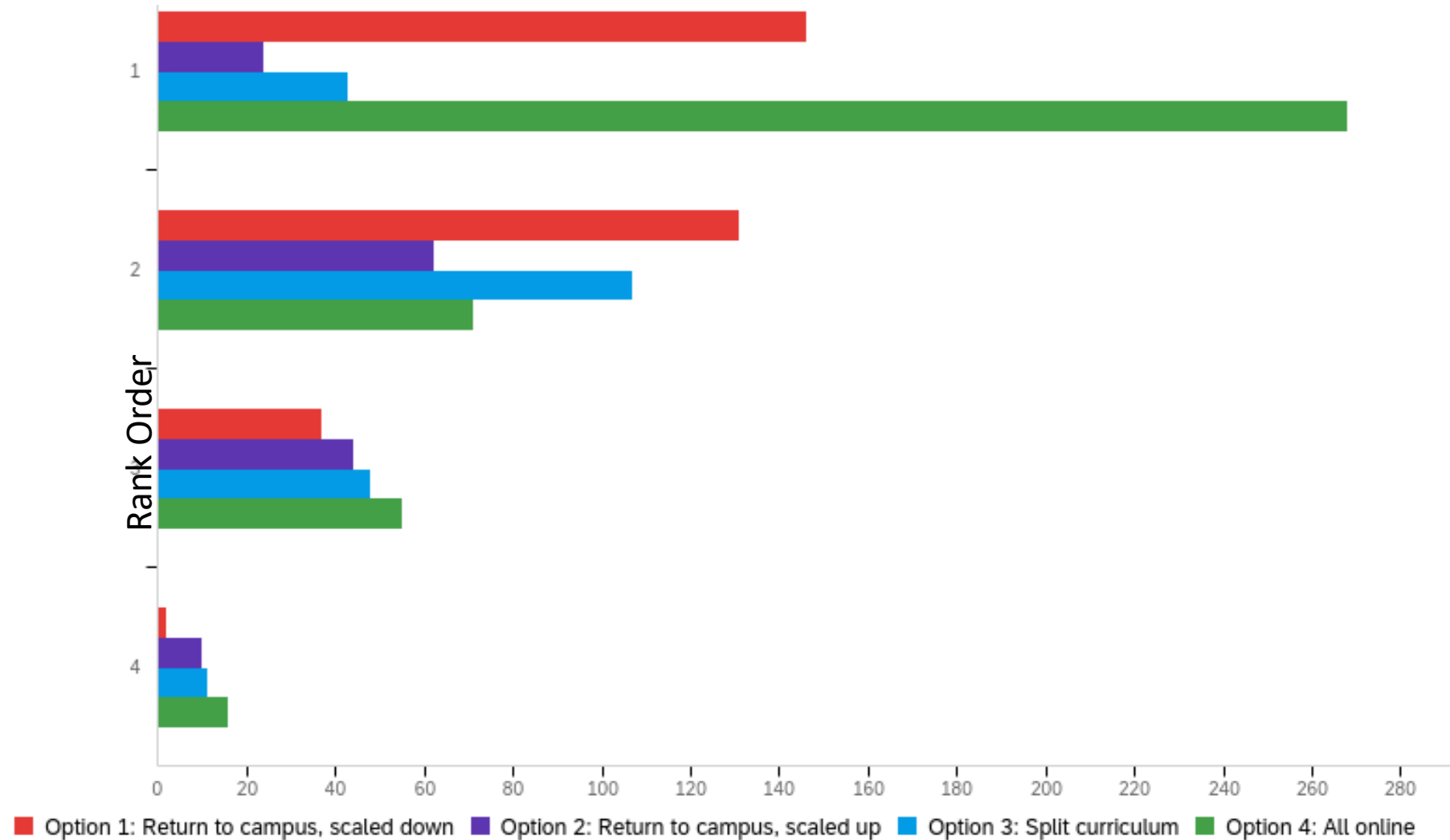
Horace Blackman
Secretary
Board of Visitors
George Mason University

Results of Faculty Senate Executive Committee Survey on Patriot Tiger Team Report

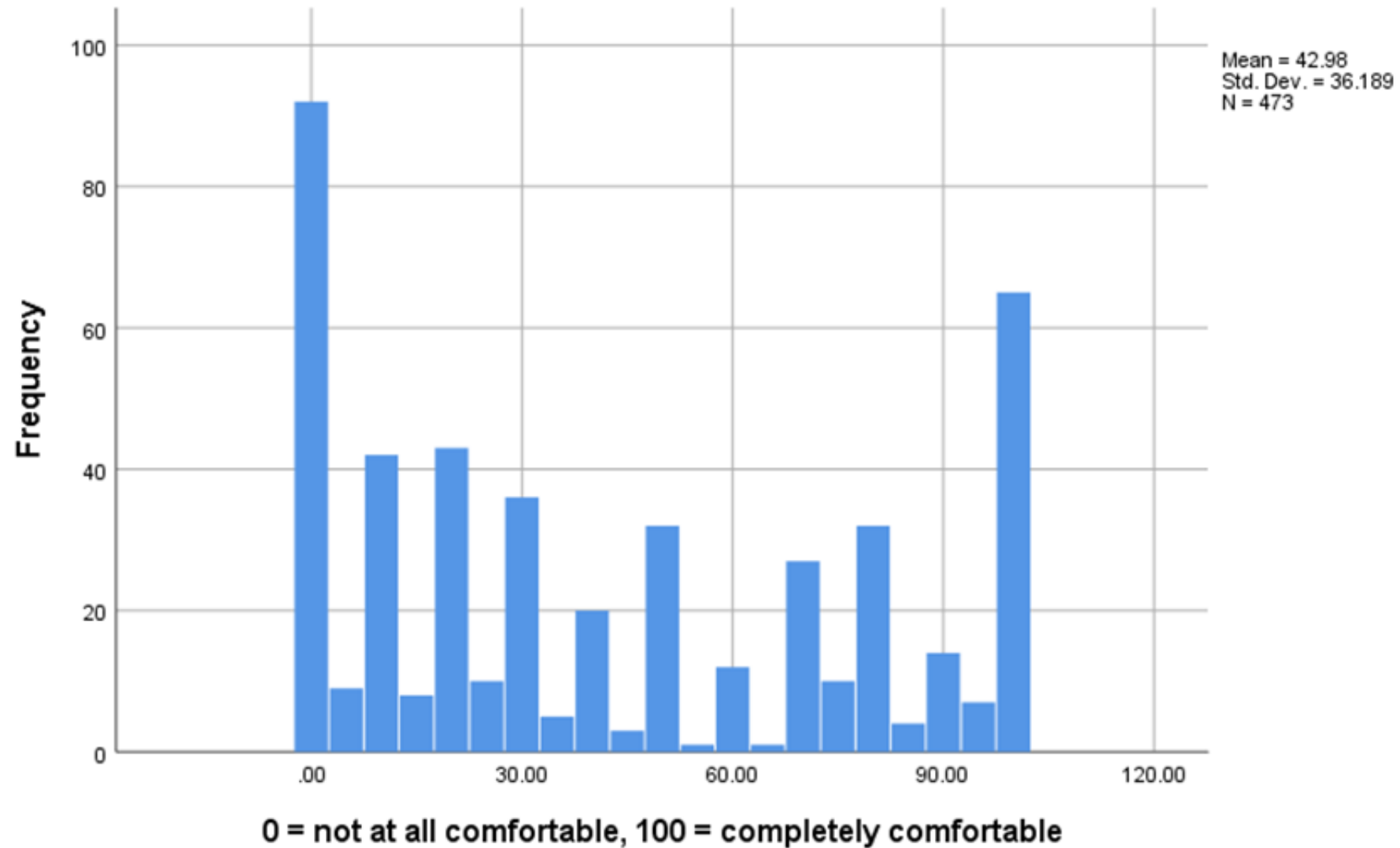
Which Tiger Team options do you think are at all feasible for the upcoming fall semester?



Rank order of choices seen as feasible for Fall 2020



Provided social distance recommendation are met, I would be comfortable teaching in an in-person classroom in the fall semester.



Faculty...

- believe they can be ready for full online delivery of classes for fall and want to begin that transition process as soon as possible
- are less comfortable with the hybrid approach than the fully online approach
- are deeply concerned about the impact of the virus on their health and that of their families, as well as on the health of the students
- are anxious about the uncertainties ahead, specifically about their own economic security and how to manage their work lives when preK-12 plans are unclear
- need more course development support for online teaching and clear guidance on classroom management should we open face-to-face
- are concerned about reliable internet access and other technology needs for them and their students

Faculty...

- are creative, resourceful, and dedicated to the education of Mason students
- are resilient, but operate in a social climate that is uncertain
- are ready to be partners in decision making for the fall and beyond

BOARD OF VISITORS
2020 - 2021 Committee Appointments

Committee Chairs and Vice Chairs pending confirmation July 31, 2020

<u>EXECUTIVE COMMITTEE</u>	<u>DEVELOPMENT</u>
Pending Election 7/31, Rector	Jon Peterson, Chair
Pending Election 7/31, Vice Rector	Simmi Bhuller, Vice Chair
Pending Election 7/31, Secretary	Mehmood Kazmi
Pending Election 7/31, Member-At-Large	Paul Reagan
Pending Election 7/31, Member-At-Large	
<u>ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY</u>	<u>FINANCE AND LAND USE (Term Year)</u>
Bob Witeck, Chair	Denise Turner Roth, Chair (1/2)
Simmi Bhuller, Vice Chair	Paul Reagan, Vice Chair (1/2)
Horace Blackman	Horace Blackman (1/2)
Anjan Chimaladinne	Juan Carlos Iturregui (1/2)
Juan Carlos Iturregui	Carolyn Moss (1/2)
Wendy Marquez	Edward Rice (1/2)
Carolyn Moss	
Nancy Prowitt	
Paul Reagan	
<u>AUDIT, RISK, & COMPLIANCE</u>	<u>RESEARCH</u>
Edward Rice, Chair	Horace Blackman, Chair
Ignacia Moreno, Vice Chair	Nancy Prowitt, Vice Chair
Horace Blackman	Anjan Chimaladinne
Mehmood Kazmi	Wendy Marquez
	Edward Rice
	Bob Witeck

As of July 31, 2020

BOARD OF VISITORS

George Mason University

Pending approval July 31, 2020

Meeting Schedule for 2020-2021

Thursday, October 1, 2020	Full Board Meeting
Thursday, December 3, 2020	Full Board Meeting
Thursday, February 25, 2021	Full Board Meeting
Thursday, April 1, 2021	Board Public Comment Session
Thursday, May 6, 2021	Full Board Meeting
Thursday, July 29, 2021	Annual Planning Conference
Friday, July 30, 2021	Annual Meeting

Special Full Board or Committee meetings to be scheduled if needed.

**Interim President Anne Holton Final Report to Board of Visitors
George Mason University
July 2020**

It was my great honor and privilege to serve as George Mason University's Interim President from August 1, 2019 through June 30, 2020. I am proud to report that, despite the challenges that external events brought-- most particularly the COVID-19 pandemic -- the university continued to thrive. Our overarching goal for the year, which you approved last July, was to "support a smooth presidential transition by keeping momentum on key university initiatives while maintaining campus morale and cohesion." With the help of strong leadership from the Board of Visitors, the Executive Council, and the Deans, and with vigorous engagement from students, faculty, and the entire Mason community, we decisively met this goal. Most importantly, Mason has continued to expand its role as a trampoline for life success for students who most need it, to grow the high-quality workforce for the burgeoning tech economy of the region, and to increase its contributions to knowledge through research of consequence in myriad disciplines.

As you know, the Board undertook a diligent, time-consuming and successful search for Mason's next president, with full engagement of the entire university, which culminated in the introduction of President Washington to the community on February 27, 2020. Almost immediately thereafter, our nation and world encountered a public health crisis and ensuing economic crisis in the spring, and then social upheaval and calls for enhanced racial justice starting in early summer. These developments added challenges none of us expected, including most notably the decision to convert the university to fully remote education for the second half of the spring semester and beyond. Adversity brings out strengths, and it has been a particular honor to participate together with the incredible Mason community to collectively stay focused on advancing our core missions during that time. I leave you and my successor with many tough challenges ahead but also with the confidence that Mason can and will rise to meet those challenges and even flourish. Our tradition of innovation and the strong new leadership that the Board has put into place give reassurance that we will continue to adapt and meet the opportunities ahead.

In this brief report I will not touch on each of the year's goals and priorities; our amazing leadership team has kept progress rolling on too many important initiatives to address all of them here. Instead I will focus on a few highlights within each area of the year's goals and priorities as follows:

Talent Ecosystem

In the fall of 2018, the Commonwealth of Virginia announced a major initiative to expand the region's tech talent workforce as part of its effort to bring the Amazon HQ2 to Northern Virginia, and under President Cabrera's leadership Mason was slated for a key role. In 2019-2020 we successfully worked with the Commonwealth to translate that announcement into concrete financial support for Mason's tech talent growth. We finalized a Memorandum of Understanding with the Northham Administration in October of 2019, which addresses the respective obligations of the Commonwealth and the university over the next 20 years. The Commonwealth's funding commitments pursuant to the MOU were fully funded in the operating and capital budgets adopted by the General Assembly during the 2020 regular session, and this funding was protected during an April 2020 special session, even

though most other new financial commitments were effectively frozen at that time due to the pandemic.

Plans for the major new development on the Arlington campus as part of the Tech Talent Initiative are well under way. Mason's Institute for Digital Innovation was formally launched in June of 2020. Also, in June 2020, three well-regarded development firms were named as finalists to build and operate the building which will be home to the Institute, which is slated to open in 2025. This \$250 million project will be a state-of-the-art, high-tech home for Mason's Institute for Digital Innovation and will help transform the growing innovation district in the middle of the Rosslyn-Ballston corridor. The building will also house much of Mason's soon-to-be new School of Computing. Efforts to raise the required philanthropic matching funds are off to a strong start, with numerous business roundtables with potential partners held throughout the year. Groundwork was laid for a leadership steering committee to be launched early in President Washington's term. That the pandemic had so little impact on progress for this initiative is a tribute to the many strong members of Mason's administrative team overseeing the project.

The university made progress during the year but did not yet meet its goal to launch online bachelor's programs to support degree completion for working adults. Although the pandemic delayed efforts to finalize plans in the spring of 2020, it increased appreciation throughout the university community for online education modalities. The university has continued to expand its successful partnership with Wiley Education Services on graduate online education and has also contracted with Wiley this summer to support additional high-quality online courses for the Fall 2020 semester as part of the university's response to the pandemic. Plans and contract discussions toward the goal of offering online bachelors' programs for working adults are ongoing, with a current goal of launching at least three programs by the Fall 2021 semester.

Student Access and Success

Mason successfully rolled out and branded the Student Experience Redesign project in the Fall of 2019 as planned and met enrollment targets for the year. A success of which I am particularly proud is Mason's ADVANCE partnership with Northern Virginia Community College, which exceeded its growth targets for the year by a significant margin. As of May 2020, over 1,100 students had enrolled, with over 700 applicants for Fall 2020 despite the potential impact of the pandemic on enrollment everywhere. The partnership expanded to over 100 program pathways as planned, and ADVANCE students' retention rates are well above their peers'. This program continues to enhance access and success especially for first-generation college students and remains a strong part of Mason's strategic efforts going forward.

Thriving Together

It was a good year for strengthening trust and collaboration within our university community. The Presidential Search Committee worked hard to balance competing interests and include diverse voices. This included having members of the Faculty Senate participate in the search process and

culminated with faculty senators having an opportunity to interview President Washington and the other finalists before the final selection was made, meeting a key Senate priority. My administrative team and I held regular and productive conversations with the Senate and its leadership on a wide variety of issues. The results of the COACHE Faculty Satisfaction Survey were released in November of 2019, revealing numerous areas of strength and some opportunities for improvement as well. Ongoing teams are focused on implementing its recommendations. One of the biggest areas for growth identified was faculty salary and compensation, which was not a surprise and remains an ongoing challenge for the university. It also underlies the continuing need to address university resources.

Interacting with our amazing student body was one of the greatest pleasures of my presidency. Among the highlights of the year for me was the series of dinners I hosted at Mathy House, with a wide range of student groups from Mason Dreamers to ROTC and other military-affiliated students to our nontraditional degree completers in the Individualized Studies program. The students' views varied substantially but all expressed appreciation for Mason as a key pathway to degree success and a recognition that diversity really is a key strength here.

Innovation Engine

Research of consequence remains a point of pride at Mason. Funded research continued to thrive and grow during the year, exceeding targets. During the pandemic, a large number of researchers across numerous disciplines pivoted their work and are making invaluable contributions on vaccines, treatments, testing, and prevention methods, as well as helping to connect research with policy.

Study of a potential medical school at the university continued apace. An initial feasibility study confirmed there is a need for a medical school and that Mason has a number of assets that would position it well to meet that need; however, the study showed also that a significant financial investment that will be required over time. The pandemic slowed discussions with potential health care partners whose focus was suddenly elsewhere, but the groundwork has been laid for further exploration in President Washington's tenure.

During the year we announced the re-naming of S-CAR as the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution effective July 1, 2020, and continued construction on the newly named Horizon Hall, which is due to open on time and on budget in early 2021. The College of Health and Human Services continues to progress toward becoming Virginia's first College of Public Health, with the key step of getting its PhD program approved through SCHEV anticipated soon, with a report expected imminently after a site visit earlier this summer. Key steps have been initiated to prepare for the university's SACSCOC accreditation re-affirmation in early 2022.

Strengthening Mason's Foundation

President Cabrera did an excellent job of helping to build Mason's financial resources and also identified in his parting words that Mason's finances have been in some ways on an unsustainable financial path, with tuition, state funding, and philanthropic support all not growing apace with the university's needs. Over the longer term we cannot adequately attract, retain, and compensate our faculty – the key to the university's success by any measure – without expanding our resource base.

Along with the university's friends and supporters in the community, we led a major effort this year to turn around Mason's chronic underfunding in the state budget. With the support of the Governor and key legislative allies across Northern Virginia, we advocated for a budget that would significantly increase financial aid for Mason, support pay raises for faculty and staff, and contribute \$10 million in year one of the budget and \$12 million in year two toward eliminating an estimated \$40 million annual funding gap. The effort was successful until the pandemic hit, at which time virtually all new funding was effectively frozen pending further legislative action. While we do not yet know the outcome, we were successful in raising awareness on the issue in both the legislative and executive branches.

Meanwhile, the Board of Visitors on the recommendation of my administration adopted a modest tuition increase for 2020-2021, which will fund strategic investments that will directly impact faculty compensation and student outcomes. Mason's tuition remains well below its peers throughout the Commonwealth and region and a great value for students.

Mason's philanthropic support this year exceeded \$85 million, well in excess of our \$60 million goal. Major structural and personnel enhancements to support Mason's advancement work have been initiated during the year. An analysis of Mason's recent successful *Faster Farther* campaign revealed strengths as well as opportunities, particularly in the category of alumni giving. Fully executing on those opportunities will require additional investment in what remains a small advancement team for a university of our size and stature.

Smooth Transitions

Transitions are never easy and changing presidents twice within a year would inevitably strain an organization in more normal times and even more so during the extraordinary circumstances our nation is currently facing. President Cabrera and other outgoing leaders were so gracious with their advice and support as I took over, and now President Washington and other incoming leaders have been so open, engaged and energetic for months before officially taking the helm, that I am hopeful we will successfully keep disruption to a minimum.

Also key to a smooth transition has been the continuity added by our many strong leaders throughout the administration, especially the former Provost, the Interim Provost, the Senior Vice President for Administration and Finance, the deans and Executive Council members. I could not have done this job without each and every one of them, and it remains my highest privilege to have worked alongside them.

Mason is facing transitions in other key roles as well as the presidency. It is a compliment to Mason that our Provost and others have been lured away to presidencies and other top roles at other universities, but also a challenge for the incoming administration. I am particularly proud that this year we have hired two strong new deans and a Vice President for Strategic Communications and Marketing (a position I determined early on needed to be filled with a full-time leader), and that our Interim Provost stepped into his new role without missing a beat in the midst of this tumultuous spring. President Washington will have the opportunity to recruit new talent in a number of roles, and with Mason's reputation soaring, I know he will attract strong new recruits.

One unexpected opportunity for growth at the university and beyond presented itself in June, when the outcry in response to the murder of George Floyd demanded that we all examine our roles in perpetuating racial inequities that remain sadly so pervasive in our nation. It was an honor to join

President Washington in re-committing the university to assuring a safe environment for “freedom and learning” for every member of the Mason Nation, and to enhancing our offerings that contribute to racial justice in the world beyond Mason as well. President Washington is the right person in the right moment to lead on this work, and I am proud to hand him a university ready to move forward with his strong leadership. I give him and the Board the promise of my full support as I head back to the faculty.



MEMORANDUM

Office of the President
4400 University Drive, MS 3A1, Fairfax, Virginia 22030
Phone: 703-993-8704; Fax: 703-993-8880

To: Board of Visitors
From: Gregory Washington, President
Date: July 31, 2020
Subject: Requests for Admissions Assistance

We understand that with your position as a George Mason University Board of Visitor member you will probably be approached by colleagues, friends, etc., seeking assistance. One of the most common requests is for admissions assistance. The following are some guidelines and background to help you manage these requests.

We welcome Board of Visitor members to offer the following assistance to potential applicants:

- Write letters of recommendation to the Dean of Admissions on the behalf of a specific applicant.
- Request a visit/campus tour for family/friends that are interested in Mason.
- Refer a prospective student/applicant to the Office of Admissions for personal follow up with a counselor.

Also, we ask that you refrain from the following:

- Requesting/obtaining specific information on applicants such as admissions decisions.
- Requesting that an admission decision be made on any specific applicant.
- Making any promises to an applicant regarding admissions or special treatment.

Your service to and representation of George Mason University is appreciated, and we look forward to another successful and productive year of collaboration to move the university forward.

Thank you.

George Mason University
Board of Visitors
Code of Ethics

It is important that members of the Board of Visitors of George Mason University and all George Mason University employees conduct themselves with the highest degree of honor and integrity and understand that public service is a public trust. Ethical conduct in our relationships with each other, members of the public, our students, other state agencies, and private entities is of critical importance during service to the public through serving George Mason University.

1. The Board will uphold the University's Mission, Vision, and Values and will always act in the best interests of the University.

2. The Board shall adhere to all applicable state and federal laws and regulations and Board Policies and Bylaws.

(a) The Board shall comply with the Commonwealth of Virginia's State and Local Government Conflict of Interests Act, Virginia Code §2.2-3100 *et.seq.*, avoiding conflicts of interest as defined by law, and shall report promptly to the Rector any potential conflicts. This includes the timely filing of the annual financial disclosure statement and any other required documents.

i. Visitors shall not have a personal interest in a contract or transaction with the University which would appear to influence the performance of their official duties. A personal interest includes an interest of an immediate family member. Visitors shall not request special consideration or personal prerogative for admissions, employment, or contracts for business.

ii. Visitors shall not seek or accept gifts or business or professional opportunities which would appear to influence the performance of their official duties.

(b) The Board shall adhere to the requirements of the Virginia Freedom of Information Act.

(c) Visitors have a duty to report their own potential or actual violations of the Code of Ethics or those of other Visitors to the Rector immediately upon realization or discovery. If the Rector is personally faced with such a conflict, he or she shall report it to the Vice Rector, who will act in his or her place.

(d) Visitors shall participate in all training required by law.

3. Visitors shall certify that they have read and understand this Code of Ethics by signing the Code annually. Potential or actual violations of the Board Code of Ethics shall be reviewed in the following manner:

(a) The Rector will consult with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then

(b) The Rector shall convene the Executive Committee to meet with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then

(c) The Rector shall convene the full Board to determine corrective action, as appropriate. The Executive Committee shall report to the Governor in writing any instances of breach of ethical conduct, and the corrective action the Board has elected to take. Upon sufficient cause, the Board may determine by majority vote of the membership to recommend to the Governor that a member be removed as provided for in § 2.2-108 of the Code of Virginia.

Approved May 7, 2014

I certify that I have read and understand this Code of Ethics.

Signature: _____ Printed Name: _____ Date: _____

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University
Relating to the Executive Committee**

WHEREAS, the Board of Visitors wishes to amend its Bylaws regarding the operation of the Executive Committee;

NOW, THEREFORE, be it resolved:

1. Article V, Section 2.(f) is hereby deleted and replaced with the following:

“(f) All Board members may attend Executive Committee meetings; however, participation and voting shall be limited to members of the Executive Committee.”

2. This resolution shall take effect immediately.

Adopted: July 31, 2020

Secretary
Board of Visitors
George Mason University



Board of Visitors

Finance and Land Use

Office of the Senior Vice President | July 31, 2020

Agenda

1. Financial Matters
 - a. FY2020 Year End Forecast Update
 - b. FY2021 Fall Planning Financial Update
 - c. Deficit Authorization Annual Notice
2. Operational Matters
 - a. Retirement Incentive Program (ACTION ITEM)
 - b. Tier 3 Update and Revised Investment Policy Approval (ACTION ITEM)
3. Capital Matters
 - a. Schematic Design for Life Sciences and Engineering Building Approval (ACTION ITEM)
 - b. Schematic Design Vernon Smith Hall Renovations Approval (ACTION ITEM)
 - c. 6-Year Capital Plan Approval (ACTION ITEM)



Financial Matters

FY 2020 Financial Results

<i>Cash basis, in 000's</i>	FY 2019 Actual	FY 2020 Budget*	FY 2020 Q3 Forecast	FY 2020 Prelim Results
Net Tuition and Fees	\$433,595	\$448,700	\$438,234	\$441,851
State Appropriations	136,249	154,800	156,175	155,976
Grants & Contracts	193,085	212,500	228,056	222,821
Auxiliary Enterprises	238,989	257,600	234,525	235,293
Other Operating Revenue	55,031	51,400	41,710	50,698
Capital Grants	22,522	63,000	44,026	45,764
Total Revenue	\$1,079,470	\$1,188,000	\$1,142,726	\$1,152,403
Salaries and Wages	\$428,384	\$481,273	\$459,054	\$462,058
Fringe Benefits	122,173	158,283	130,126	128,544
Direct Expenditures	476,877	548,444	515,391	530,621
Total Expenses	\$1,027,434	\$1,188,000	\$1,104,571	\$1,121,223

* FY 2020 Budget adjusted from earlier presentations to remove \$32M estimated value of GMUF activity that will not flow through GMU financial statements and \$27M of Capital Grants that represents spending of GMU funds (not revenue) to provide more meaningful comparison to YTD actual results.

FY 2020 Key Highlights

- FY 2020 financial results impacted due to suspension of campus operations in March 2020
- **Tuition & Fees** are in line with expectation and slightly better than 3Q forecast due to summer enrollment
- **Grants & Contracts** includes \$16M of CARES Act HEERF funds (Institutional and Student Aid) and \$2M of CRF funds
- **Auxiliaries** significantly impacted by \$12M of student refunds plus lost revenues
- **Total Expenses** below budget due to vacant positions and foregone activities
- Margin declined to 2.7% from 4.8% in FY2019 due to COVID-19 impacts

• FY21 Fall Budget Projections •

\$ (000's)	FY 19 Actual	FY 20 Budget	FY 20 Actual	FY 21 May Budget Projections	FY21 Adjustments Post May BOV	FY21 July Fall Opening Projections
Net Tuition and Fees	433,595	448,700	441,851	425,428	6,948	432,376
State Appropriations	136,249	154,800	155,976	159,200	0	159,200
Grants & Contracts	193,085	212,500	222,821	219,413	0	219,413
Auxiliary Enterprises	238,989	257,600	235,293	256,322	(54,400)	201,922
Other Operating Revenue	55,031	51,400	50,698	57,230	0	57,230
Capital Grants	22,522	63,000	45,764	65,000	0	65,000
Total Revenue	\$1,079,470	\$1,188,000	\$1,152,403	\$1,182,593	(\$47,452)	\$1,135,141
Salaries and Wages	\$428,384	\$481,273	\$462,058	\$469,877	0	469,877
Fringe Benefits	122,173	158,283	128,544	131,566	0	131,566
Direct Expenditures	476,877	548,444	530,621	633,643	24,400	658,043
Total Expenses	\$1,027,434	\$1,188,000	\$1,121,223	\$1,235,085	\$24,400	\$1,259,485
Surplus/(Deficit)	\$52,037	\$0	\$31,180	(\$52,492)	(\$71,852)	(\$124,344)

Budget Update

\$1.182B FY21 Budget (May 2020)

\$124.3 M Budget Gap (FY21 Fall)

May Budget Gap

Enrollment-Driven Budget Impact

Revenue Loss

Net Tuition & Fee Loss \$23.3M

Other E&G Revenues \$ 9.0M

\$32.3M

Expense Increase

Strategic Investment Funding \$20.2M

TOTAL \$52.5M

FY21 Fall Budget Gap

Enrollment-Driven Budget Impact \$52.5M
Tuition & Fee Improvement (\$ 7.0M)
\$45.5M

Revenue Loss

Aux. Ent. Revenue Loss \$54.4M

Expense Increase

Fall Opening Expense Increase \$24.4M

TOTAL \$124.3M

• Mitigation Plans: Enrollment-Related Gap •

\$45.5M Revenue Gap

\$30.9M

1. 6% combined personnel and operating expense reductions for each school/administrative unit*

* *Excludes reductions in Scholarships, TTIP expenses, and financially self-sustaining units*

\$14.6M

2. Use of Reserves:
 - \$8.0M E&G Central Reserves
 - \$6.6M FY20 Central E&G Carryforward

Mitigation Plans: AE / Other Revenue

\$54.4M AE / Other Gap

\$38.5M

1. AE reductions from capital project deferment, unfilled vacancies, major direct expense reductions

\$15.9M

2. Reserves:
 - \$6.5M AE Unit CF
 - \$9.4M Central AE

AE Central Reserves Cover:

- \$2.1M - CVPA
- \$3.1M - Athletics
- \$1.9M - Freedom Center
- \$2.3M - Dining and Bus Srvs

Mitigation Plans: Fall Opening Expenses

\$24.4M New Expenses Gap

\$24.4 M

- \$13.1M - Central institutional reserves
- \$9.7M - Reduction of all unit level budget carryforwards
- \$1.6M - FY21 strategic budget reallocations

Fall Opening Expenses:

- Testing, Tracing, & Screening
- Procurement of Critical Supplies (PPE)
- Instructional Continuity
- Enhanced Student Support
- Academic Space Modifications and Expansions
- Planning for High Risk Employee Populations
- Supplementary Operating/Implementation Costs

• Mitigation Plans: Impact •

- Shared sacrifice: Central, Schools, Administrative Units all share reductions in budget and carryforward/fund balance budget authority.
- Permits reallocation of central institutional reserve funds for strategic investment in critical infrastructure, IT, academic and research core needs.
- Regular monitoring of financial indicators and ratios allows us to continue Tier 3 planning trajectory.
- Reconsideration of campus infrastructure and services models.

Risk & Mitigation

Financial Scenario

- *Year over year lower enrollment due to the covid19 crisis achieves flat growth rate vs. our 6-year plan rate of 3%. Challenge to manage one-time expenses related to the pandemic and revenue loss while still maintaining investment for strategic goals.*

Short-to-Medium Term Risks

Description

- Potential State revenue reductions
- Continued enrollment fluidity
- Use of Unit Level Budget Carryforwards
- More stringent State restrictions if virus surges

Primary Mitigation Plan

- State revenue reforecast in August will provide greater financial insight for revised FY21 budget
- Successful Safe Return to Campus implementation; enhanced academic and student support; and continued online investment
- Proactive plan for institution 5-6% reduction
- Implementation of contingency plan to pivot to 100% online instruction in fall

Long-term Risks

- Longer term Economic Recession
- Impact of deferred projects on maintenance, repair and project cost escalation
- Potential risk to issuer rating and Tier 3 authority

- Multi-year budget scenario planning strategy and integrated budget and planning process allows us to model, plan, and adjust for a slower or more rapid economic recovery
- Campus master plan will allow reassessment and reprioritization of projects to better leverage resources
- Regular monitoring of financial indicators and ratios as part of multi-year financial planning
- Quarterly forecasts and scenario planning focused on operational effectiveness

Planning Pro-forma for 100% Online

If we had to pivot to 100% online for the full academic year, below are the additional operational impacts to the current \$124.3M Gap:
(Fall Semester only would be 50%)

Net Operating and Financial Impact

- Projected revenue loss = (\$104.48M)
- Projected expense increase = \$1.55M
- Budget Gap = (\$106.03M)

Mitigation Plans:

- Personnel actions and further cost reduction measures
- Potential State contribution to loss - full receipt of unallocated funding
- Half receipt of unallocated funding
- Federal economic relief (HEALS Act, other)

Operational Impact

- Virtual student services
- Virtual events
- Limited athletics
- Retail and auxiliary service suspending operations
- Furloughs, layoffs or other reductions
- Change in campus operations



Appendix

• FY21 AE Budget Reduction - Deferred Renovation Details •

Area	Budget Reduction Strategy	Deferred Renovation Details	Amt
Housing	1) personnel reduced by \$2.6M (freeze vacant hires, freeze salary increases, and freeze summer student hires; 2) renovations reduced or deferred by \$2.1M; 3) cut non essential expenses by \$2.8M	HR - desk chair replacement	\$ 45,000
		LS - chilled H2O attic insulation	\$ 120,000
		LS - replace stairwell lights	\$ 50,000
		Pres Park [MA & WA] - ntwk cabling upgrade (NET100)	\$ 183,185
		Large Vehicle replacement	\$ 26,000
		Golf Cart replacement	\$ 19,458
		Site work, concrete, sidewalks, drainage	\$ 100,000
		El - AV equipment - media room	\$ 25,000
		EA Lounge Conversion Project (dep for A/E)	\$ 500,000
		BH - Fall protection project	\$ 46,022
		SMSC - Contingency - Mtce & Repair	\$ 100,000
		CO+DO - electrical switchgear replacement	\$ 86,662
		CO- mattress renewal	\$ 33,600
		CGC - Door Access/Elect Lock proj (est)	\$ 239,980
		SEOS Readers (proximity access) - var halls	\$ 135,000
		Signage replacement	\$ 10,000
		Site work, concrete, sidewalks, drainage	\$ 10,000
		Pres Park - Attic Door Replacements (all bldgs)	\$ 123,888
		Pres Park - lounge TV & Hubs renewals (var bldgs)	\$ 20,000
		RG/WH - painting - rooms & corridors (bldg renewal)	\$ 200,000
		PH - confroom equipment upgrade	\$ 30,000
Subtotal Housing			\$ 2,103,795
Dining	1) reduce pass through to Sodexo by \$9.2M; 2) reduce/defer renovations by \$500K	Merten Hall EBB Refresh project	\$ 300,000
		Miscellaneous	\$ 240,000
Subtotal Dining			\$ 540,000

• FY21 AE Budget Reduction - Deferred Renovation Details •

Area	Budget Reduction Strategy	Deferred Renovation Details	Amt
Business Services	1) reduce personnel by \$678K (most affects wages); 2) defer renovations by \$3.3M; 3) reduce DE by \$72K	Physical Security/ Magnometers	\$ 501,800
		EagleBank Arena - Elevator Refurbishment	\$ 385,000
		EagleBank Arena - EHS Safety Inspection/Handrails	\$ 225,000
		EagleBank Arena - Interior Lighting/ground floor Replacement	\$ 50,000
		EagleBank Arena - Sound Systems Repair	\$ 50,000
		EagleBank Arena - Landscaping Enhancements	\$ 40,000
		EagleBank Arena - Interior Door Replacement	\$ 25,000
		EagleBank Arena - Walk-in Cooler/Kitchen	\$ 15,000
		EagleBank Arena - Miscellaneous/Balancing Plug	\$ 306,000
		Student Centers - Sub I Bathroom Remodel	\$ 600,000
		Student Centers - Sub I Access Control Exterior Doors/Mason	\$ 175,000
		Student Centers - Sub I Exterior Door Replacement	\$ 52,600
		Student Centers Contingency/Misc Repairs	\$ 50,000
		Student Centers - JC Painting	\$ 25,000
		Student Centers - JC Exterior Light Upgrades	\$ 25,000
		Student Centers - AV/Event Equipment	\$ 25,000
		Student Centers - The Hub Structural Study	\$ 10,000
		Student Centers - JC Computer Replacement	\$ 8,500
		Student Centers - Miscellaneous/Balancing Plug	\$ 769,000
		Subtotal Business Services	

• FY21 AE Budget Reduction - Deferred Renovation Details •

Area	Budget Reduction Strategy	Deferred Renovation Details	Amt
Parking & Transportation	1) reduce/defer renovations by \$1.5M ; 2) reduce direct expendires	Micellaneous lot repairs	\$ 1,500,000
Subtotal Parking Transportation			\$ 1,500,000
Freedom Center	1) reduce personnel expense by \$900K (mostly be wages); 2) reduce/defer renovations by \$545K ; 3) cut discretionary expenses by \$378K	Domestic Hot Water Heaters	\$ 150,000
		Roofing Repairs	\$ 170,000
		Fire Proof Paint of Structural Steel in Pool Area	\$ 50,000
		Stereo System in Natatorium	\$ 50,000
		Gymnasium Curtain Replacement	\$ 20,000
		Natatorium Scoreboard Replacement	\$ 85,000
		Pool Slide Inspection and Repairs	\$ 20,000
Subtotal Freedom Center			\$ 545,000
Total Deferred Renovation FY21			\$ 8,026,695

• Deficit Authorization Annual Notice •

- Annual acknowledgement and notification of Mason's deficit authorization requirements under Commonwealth Appropriations Act
- Provides a copy of Section 4-3.01 to members of the Board of Visitors
- Section 4-3.01 prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of nongeneral fund revenue collections and appropriations, without prior approval by the Governor





Operational Matters

• Faculty Incentive Retirement Plan •

- Proposed one-time early retirement window for eligible faculty members
- Voluntary program would provide incentive package
- Requested by faculty and deans in pandemic environment
- Opportunity to accommodate those needs while achieving budget savings

Incentive Retirement Plan Proposal

Features

- Voluntary program for tenured faculty
- One year, phased-in period resulting in retirement
- Incentive: 2% base salary * years of service up to \$75,000
- Regular benefits remain intact
- Three retirement dates to choose from:
 - February 1, 2021
 - June 1, 2021
 - February 1, 2022

Eligibility

- Must be a participant in Mason's Optional Retirement Plan (ORP)
- Age 65 with 10 or more years of full-time service **or**
- Age 60 but under 65 with age and service equal to at least 80
 - *Medical incentive of \$490 per month for those under 65*

Budget Impact:

Projected Take Rates - All Schools

Total Cost	10%	20%	30%	40%
Age 60 – 64*	\$370,155	\$740,311	\$1,110,467	\$1,480,623
Age 65+	\$792,513	\$1,585,027	\$2,377,541	\$3,170,055
Total	\$1,162,668	\$2,325,338	\$3,488,008	\$4,650,678

Incentive formula: 2% of base pay * years of service, up to \$75,000 cap

*Under age 65 not eligible for Medicare plans. To make under age 65 applicants whole, school health plan funding to Medicare should be included in the incentive program.

Voluntary Early Retirement

Virginia Code §23.1-1302

The governing board of a public higher education institution may establish a compensation plan to incentivize voluntary early retirement

Eligibility	<ul style="list-style-type: none">• Tenured teaching and research faculty
Qualifications	<ul style="list-style-type: none">• Age 60+ with at least 10 years of full-time service at the institution• VRS members are ineligible
Compensation Plan	<ul style="list-style-type: none">• Must include incentives, funding sources and qualifications• Cash payments may not exceed 150% of base salary• Payments must be allocated over at least two years• Can include insurance payments until participant reaches age 65
Approval	<ul style="list-style-type: none">• Plan must be approved by BOV and OAG

Board Resolution

The Finance & Land Use Committee recommends the Board of Visitors approve the proposed faculty retirement incentive program resolution found in the Board Book.

MOTION: _____

SECOND: _____

• Tier 3 Update & Timeline •

Letters

Mason sent letters to the Secretary of Finance (12/20/19) and Governor (1/8/20) to begin management agreement negotiations

BOV

The Board of Visitors resolved to begin management agreement negotiations with the Commonwealth

Aa3

Mason received inaugural issuer rating of Aa3 with a stable outlook from Moody's

Oct 2019 – Jan 2020

BOV Resolution
To amend the
Investment Policy

July 2020

BOV Resolution
To approve the
Negotiated
Management
agreement

Oct 2020

Commonwealth
Budget
Submission

General Assembly
Session

Oct 2020 – May 2021

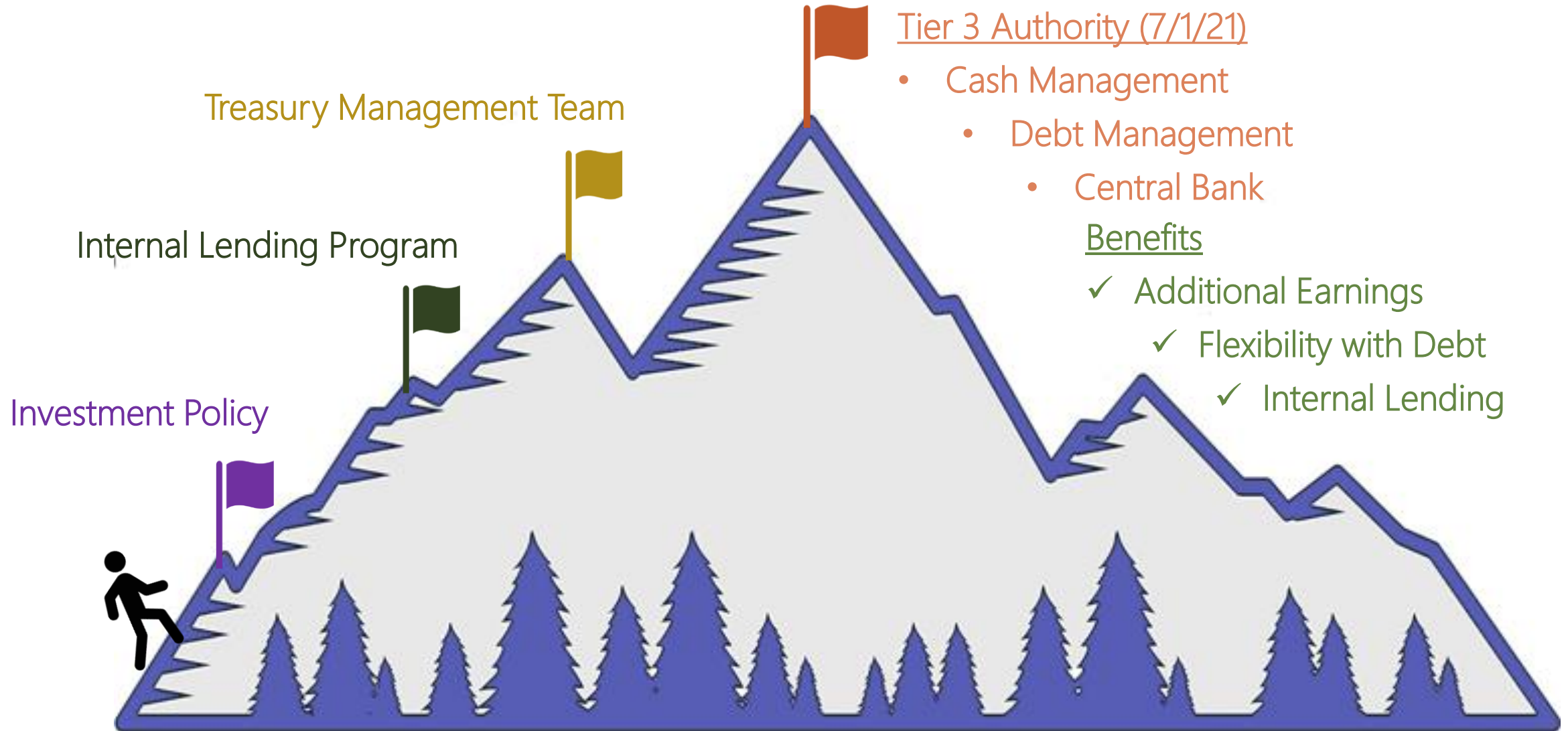
Mason Receives
Tier 3
Authorization

July 2021

Management Agreement must be finalized and submitted by November 15

Jan – September: Negotiation and Review Process
Office of the Secretary of Finance - working with DPB and other agencies

• Treasury & Debt Management •



Investment Policy

Investment management is a key component of the University's ability to successfully achieve financial autonomy demonstrating strong financial management and stewardship of resources. The amended Investment Policy (University Policy 2116) achieves the following objectives to:

- ✓ Document investment strategies and permitted investments
- ✓ Identify funds that maintain deposit and investment balances
- ✓ Establish periodic reporting requirements to monitor investment results and compliance
- ✓ Comply with fiduciary, prudence, and legal requirements



Board Resolution

The Finance & Land Use Committee recommends the Board of Visitors resolve the University adopt the 2020 Investment Policy found in the Board Book.

MOTION: _____

SECOND: _____



Capital Matters

• Life Sciences & Engineering Building •

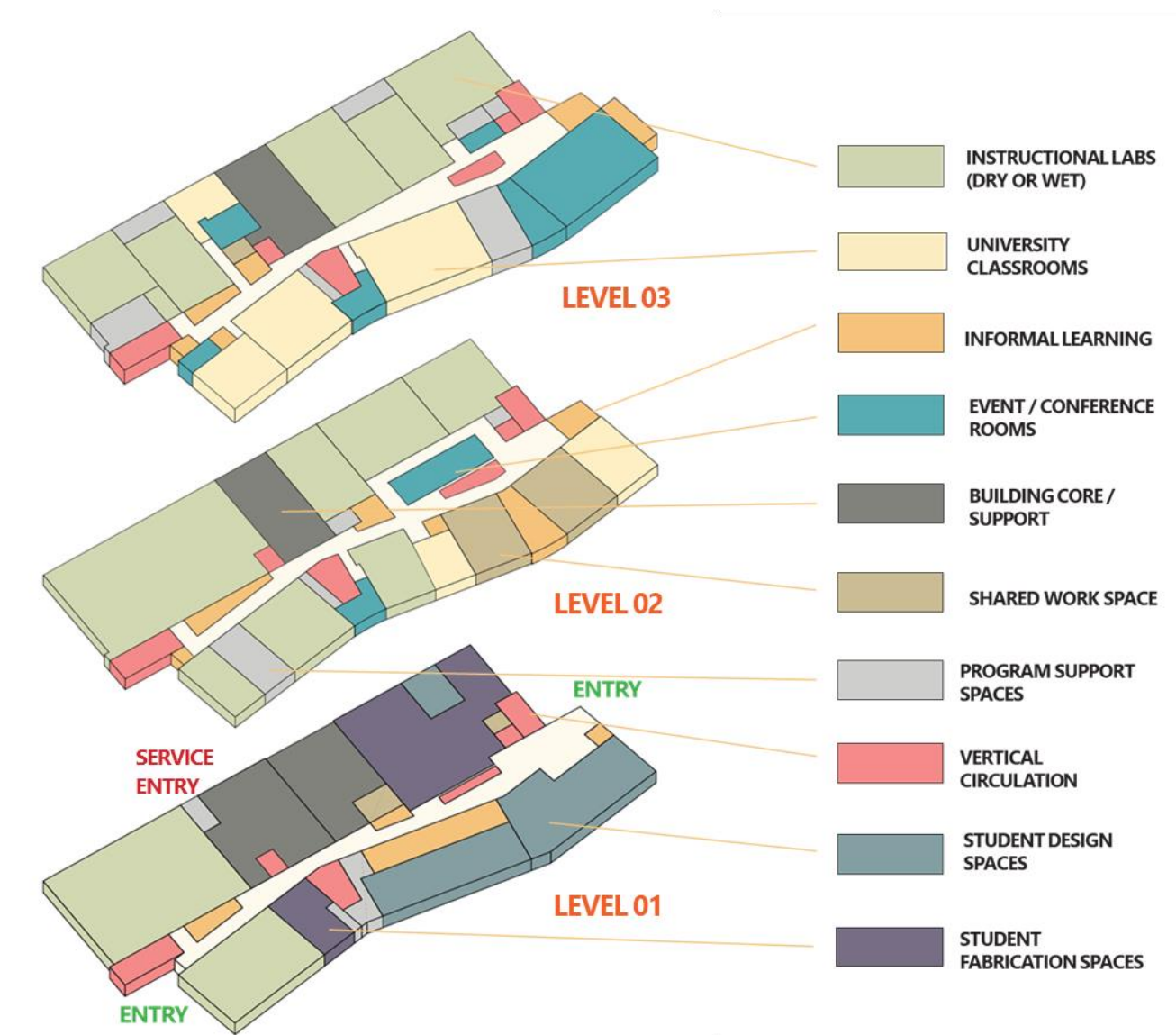
Schematic Design Site Plan



- ❑ Total Budget = \$68,634,000
- ❑ Construction Budget = \$53,778,000
- ❑ Construction Start = June 2021
- ❑ Substantial Completion = Summer 2023
- ❑ Beneficial Occupancy = Fall 2023
- ❑ Backfill Renovation Start = Fall 2023
- ❑ Backfill Completion = Winter 2023

Blocking and Stacking Diagram

- ❑ 100,000 GSF new building + 5,000 ASF of backfill at Katherine G. Johnson Hall
- ❑ 3 equal stories
- ❑ New facility model to GMU - all instructional labs and classrooms are for multi-disciplinary instruction
- ❑ Primary colleges/schools sharing the building:
 - College of Science (COS)
 - College of Education and Human Development (CEHD)
 - Volgenau School of Engineering (VSE)
 - College of Visual and Performing Arts (CPVA)
- ❑ Construction scheduled to start spring 2021
- ❑ Occupancy scheduled for fall 2023



Exterior Views



Schematic Design
View from Southwest (George Mason Circle Entrance)



Schematic Design
View from Northwest (George Mason Circle)

Exterior Views



Schematic Design
View from Northeast (Wetlands Pedestrian Entrance)



Schematic Design
View from Southeast (Wetlands Pedestrian Path)

Proposed Building Materials



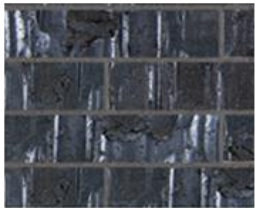
GRAY METAL CHANNEL



GRAY RIBBED METAL PANEL



GLASS WITH REFLECTIVE COATING



DARK BRICK



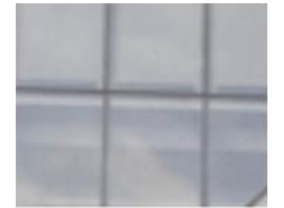
PERFORATED METAL SCREEN



BLENDED RED BRICK



WOOD LIKE CLADDING



Board Recommendation

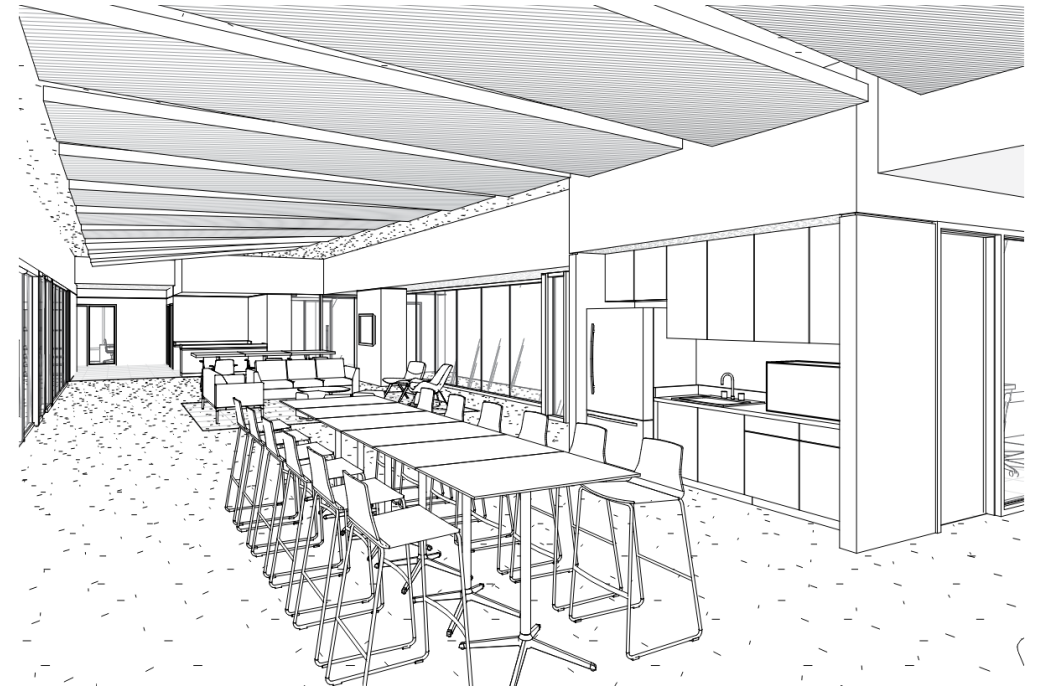
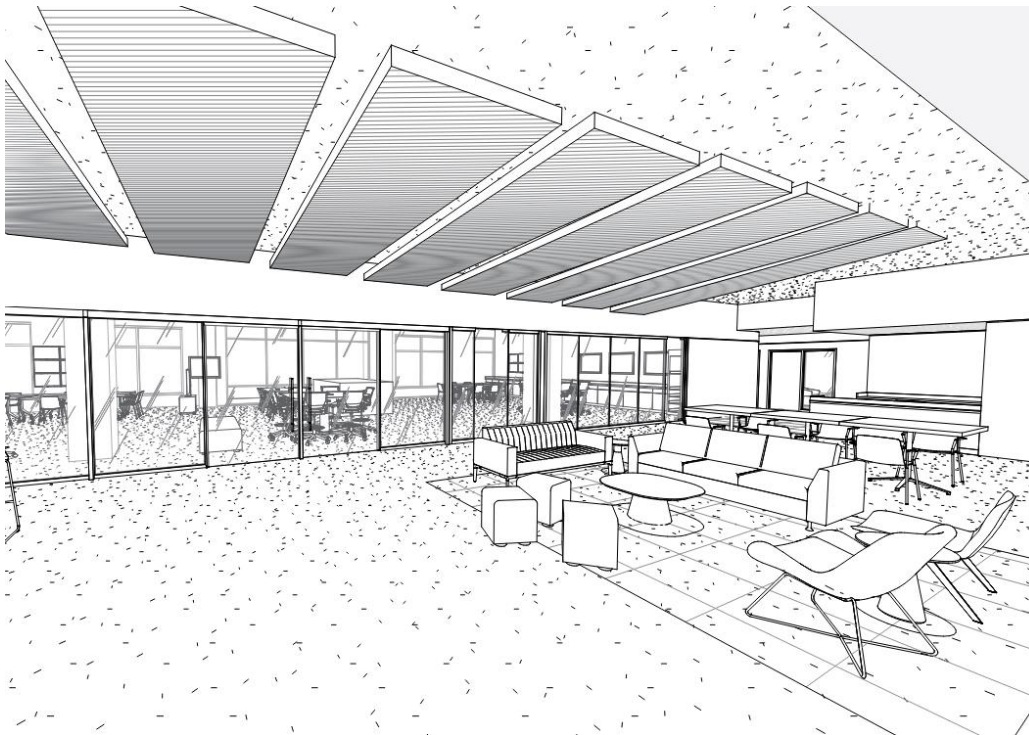
The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design of the Life Science and Engineering Building and authorize the project to proceed through design into construction.

MOTION: _____

SECOND: _____

Vernon Smith Hall Renovation

- ❑ Funded by Tech Talent Investment Program
- ❑ Provide space for academic instruction to increase number of computing and information technology graduates
- ❑ New School of Computing will support workforce development for tech industry



- ❑ 13,000 ASF of Renovation of Lease Space
- ❑ Total Budget = \$2,860,540
- ❑ Construction Budget = \$1,850,000
- ❑ Construction Start = August 2020
- ❑ Substantial Completion & Beneficial Occupancy = Fall 2020

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Schematic Design of the Vernon Smith Hall Renovation and authorize the project to proceed through design into construction.

MOTION: _____

SECOND: _____

Six-Year Capital Plan: 2021-2027

PROPOSED PROJECTS FOR SUBMISSION TO DPB FOR LEGISLATIVE CONSIDERATION

Priority	Project	Prior Approvals	Current Phase	Funding Score	Request Amount
1	Improve Telecom/ Network Infrastructure – Phase III	<p><u>Phase I</u> - First requested in FY 2008 - FY 2018 \$11.4M TPC requested with \$673K planning approved NGF⁽¹⁾</p> <p><u>Phase II</u> - First requested in FY 2018 - FY 2021 \$45.215M TPC requested with \$23.25M TPC approved GF/NGF</p>	<p>Ph. I & II - Planning</p> <p>Ph. III - Pre-Planning</p>	<p>GF <u>NGF (0815)</u></p> <p>Total</p>	<p>\$14.25M \$9.75M \$24M⁽²⁾</p>
2	Virtual Online Campus		Pre-planning	GF	\$11.5M
3	Aquatic and Fitness Center Reno	FY 2021 \$500K planning approved NGF ⁽¹⁾	Planning	NGF (0815)	\$10M
4	Construct Academic VIII-STEM (200,000 GSF)	<p>FY 2020 \$200K pre-planning approved but not initiated NGF (internally)</p> <p>FY 2021 \$7.5M planning approved NGF⁽¹⁾</p>	Planning	GF	\$180-190M
5	Business School Building (200,000 GSF)	<p>FY 2018 \$70M -\$80M TPC approved by BOV for NGF (0302)</p> <p>FY 2018 \$171K pre-planning approved NGF</p> <p>FY 2020 \$165M TPC approved by BOV for NGF (0302)</p>	Pre-planning	<p>GF <u>NGF (0302)</u></p> <p>Total</p>	<p>\$125M \$40M \$165M</p>
6	Renovate Planetary (S&T I) Hall (100,000 GSF)		Pre-planning	GF	\$78.375M

(1) NGF to be converted to GF when approved to be moved to construction pool.

(2) TPC for Phase III only.

Six-Year Capital Plan: 2021-2027

Continued

PROPOSED PROJECTS FOR SUBMISSION TO DPB FOR LEGISLATIVE CONSIDERATION

Priority	Project	Prior Approvals	Current Phase	Funding Score	Request Amount
7	Renovate and Addition David King Hall (86,000 GSF, Reno: 60,000 GSF New)		Pre-planning	GF	\$98.25M
8	Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)		Pre-planning	GF	\$60M
9	Renovate Enterprise Hall (Reno: 100,000 GSF)		Pre-planning	GF	\$55.5M

(1) NGF to be converted to GF when approved to be moved to construction pool.

(2) TPC for Phase III only.

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Six-Year Capital Plan.

MOTION: _____

SECOND: _____

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

July 31, 2020

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Hintz	Kenneth	7/31/2020

Title: Associate Professor Emeritus of Electrical and Computer Engineering

Local Academic Unit: Electrical and Computer Engineering (VSE)

Houck	Mark	7/31/2020
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Title: Professor Emeritus of Civil Engineering

Local Academic Unit: Civil, Environmental and Infrastructure Engineering (VSE)

Levis	Alexander H.	9/2/2020
--------------	---------------------	----------

Title: University Professor Emeritus of Electrical and Computer Engineering

Local Academic Unit: Electrical and Computer Engineering (VSE)

Nash	Stephen	7/31/2020
-------------	----------------	-----------

Title: Professor Emeritus of Systems Engineering and Operations Research

Local Academic Unit: Systems Engineering and Operations Research (VSE)

Nichols	Len	7/31/2020
----------------	------------	-----------

Title: Professor Emeritus

Local Academic Unit: Health Administration and Policy (CHHS)

Pullen	J. Mark	7/31/2020
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Title: Professor Emeritus of Computer Science

Local Academic Unit: Computer Science (VSE)

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

July 31, 2020

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Sood	Arun K.	7/31/2020

Title: Professor Emeritus of Computer Science

Local Academic Unit: Computer Science (VSE)

Wang	Pearl	7/31/2020
-------------	--------------	------------------

Title: Associate Professor Emerita of Computer Science


Local Academic Unit: Computer Science (VSE)



Volgenau School of Engineering

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Kenneth J. Hintz

Date: 8 June 2020

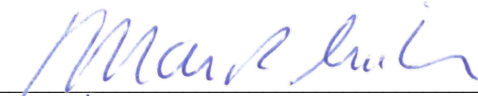
I am writing to request that Dr. Dr. Kenneth J. Hintz be awarded the title **Associate Professor Emeritus of Electrical and Computer Engineering effective July 31, 2020.**

Dr. Kenneth J. Hintz retired as an Associate Professor of Electrical and Computer Engineering (ECE) in the Volgenau School of Engineering on September 1, 2019. Dr. Hintz joined the ECE Department at Mason in August of 1987, and has been a key contributor to the department for over thirty years. During his tenure at Mason, Dr. Hintz designed, implemented and received approval (1998/9) from the State Council of Higher Education for Virginia (SCHEV) for the successful and continuing ABET-accredited B.S. in Computer Engineering (CpE) degree program as well as the M.S. in Computer Engineering (CpE) Degree Program. He was also a founding member of the Center of Excellence in Command, Control, Communications, Computing, Intelligence and Cyber. He taught courses in sensor engineering, image processing, and computer engineering, many of which he created. He introduced hardware description languages (HDL) to the undergraduate computer engineering program which is now a mainstay of the curriculum. This was the first undergraduate CpE curriculum in VA to incorporate HDL.

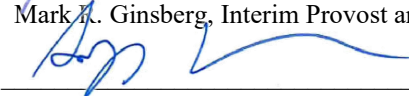
Dr. Hintz is a Fellow of the Society for Optics and Photonics Technology (SPIE), and has 25 patents, 16 refereed journal papers, 57 conference papers, along with two books.

Dr. Levis's nomination has the strong support of the Department of the Electrical and Computer Engineering and its Chair. In recognition of his contributions and service to the Department, to the School and to Mason, I request that he be granted the status of Associate Professor Emeritus of Electrical and Computer Engineering.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President


This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations



Volgenau School of Engineering

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To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Mark Houck

Date: 8 June 2020

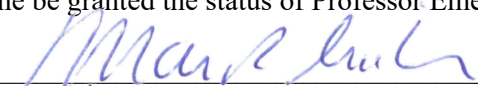
I am writing to request that Dr. Mark Houck be awarded the title **Professor Emeritus of Civil Engineering effective July 31, 2020**. Dr. Houck, a Professor of Civil Engineering, joined Mason in 1992 and in the course of his career has provided strong service to Mason. In particular, Dr. Houck laid the foundations to the establishment, and growth of the undergraduate and graduate programs of the Sid and Reva Dewberry Department of Civil, Environmental and Infrastructure Engineering (CEIE). His early contributions upon arrival to Mason included serving as the Director of the Urban Systems Engineering (USE) undergraduate program, and from 1998 to 2002, serving as the first Chair of the Urban Systems Engineering (USE) Department, which was renamed as CEIE in 2002. He led the first ABET accreditation of the USE program in 1994, and was instrumental in subsequent accreditation of his department's undergraduate programs through the latest cycle that concluded successfully in 2018.

Dr. Houck, who expertise is in environmental engineering, published numerous peer-reviewed articles, throughout his career, and graduated 14 doctoral students as the primary advisor. He has received numerous national and international awards, honors and recognitions, and is an elected Fellow of the American Society of Civil Engineers. Dr. Houck is also an outstanding teacher, and he has taught or developed 13 different courses at Mason. He is recipient of the 2005 VSE Outstanding Teacher Award.

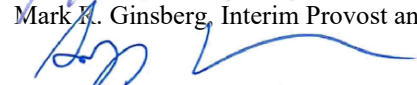
Dr. Houck served as a faculty senator for 10 years, and represented faculty on several important Board of Visitors Committees including Finance and Land Use, Budget and Planning, Faculty Housing, Funding and Resources Working Group, and University Master Plan.

In recognition of the many contributions that Dr. Mark Houck has made to the Volgenau School of Engineering, I recommend that he be granted the status of Professor Emeritus of Civil Engineering.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President


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Volgenau School of Engineering

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To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Alexander H. Levis

Date: 8 June 2020

I am writing to request that Dr. Alexander H. Levis be awarded the title **University Professor Emeritus of Electrical and Computer Engineering effective September 2, 2020.**

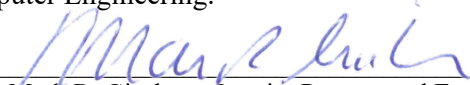
Dr. Levis is currently a University Professor of Electrical and Computer Engineering. He received his Ph.D. from M.I.T. in 1968 in Mechanical Engineering. He joined George Mason University in 1990, and served as Department Chair of Systems Engineering for two terms.

Dr. Levis has had an exceptional career at Mason and has won many accolades. He is a Life Fellow of the Institute of Electrical and Electronic Engineers (IEEE) and past president of the IEEE Control Systems Society; a Fellow of the American Association for the Advancement of Science (AAAS), a Fellow of the International Council on Systems Engineering (INCOSE), and an Associate Fellow of the American Institute of Aeronautics and Astronautics (AIAA). His many awards include the GMU Distinguished Faculty Award (1992), the Exceptional Civilian Service Medal from the Department of the Air Force (1994, 2001, 2004, 2008), the AFCEA Educational Foundation Distinguished Service in Education Award (1996), the IEEE Third Millennium Medal (2000), the Best paper award from the *Journal on Systems Engineering* for the period 1997-2003, and the Enduring Achievement Award.

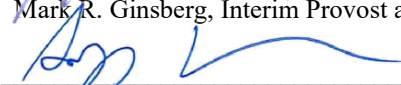
Dr. Levis' research is focused on defense systems including command and control architectures, modeling and simulation of socio-technical systems. He has co-edited five books, and has over 290 refereed publications. He has been an exceptional teacher and a dedicated mentor to numerous students.

Dr. Levis's nomination has the strong support of the Department of the Electrical and Computer Engineering and its Chair. In recognition of the many contributions that Dr. Levis has made to the Volgenau School of Engineering, I recommend that he be granted the status of University Professor Emeritus of Electrical and Computer Engineering.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President


This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations



Volgenau School of Engineering

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Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Stephen G. Nash

Date: 8 June 2020

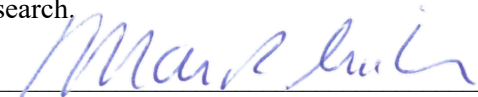
I am writing to request that Dr. Stephen Nash be awarded the title **Professor Emeritus of Systems Engineering and Operations Research effective July 31, 2020**. Dr. Stephen Nash a Professor of Systems Engineering and Operations Research joined Mason in 1987. In the course of his career Dr. Nash made notable contributions to Mason, including service as Associate Dean for Graduate Studies and Research (1998-2005) and as Senior Associate Dean in the Volgenau School of Engineering (2012-2018). He also served as a Program Director at the National Science Foundation (2005-2008) in the Division of Civil, Mechanical, and Manufacturing Innovation.

Dr. Nash's research activities are centered in scientific computing, especially nonlinear optimization, as well as statistical computing and optimal control. He has co-authored three popular textbooks (one, as a second edition) and has also edited two books. He has also published numerous papers in peer-reviewed journals, conferences, and edited volumes. His research has been funded by the National Science Foundation, the Air Force Office of Scientific Research, the Department of Energy, and Exxon-Mobile.

Dr. Nash has made strong contributions to education at Mason. He has been an outstanding teacher, sought out by undergraduate and graduate students alike. As Associate Dean he mentored scores of doctoral students on how to develop a doctoral thesis through a course that he established and taught.

Dr. Nash's nomination has the full support of the Department of the Systems Engineering and Operations Research and its Chair. In recognition of the many contributions that Dr. Nash has made to the Volgenau School of Engineering, I recommend that he be granted the status of Professor Emeritus of Systems Engineering and Operations Research.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Anne Holton, Interim President

From: Germaine M. Louis, Dean

Subject: Emeritus Designation for Professor Len M. Nichols

Date: May 14, 2020

This memo affirms my support for **Professor Len M. Nichols'** candidacy for Faculty Emeritus as nominated by his department effective July 31, 2020. Dr. Nichols joined Mason on March 1, 2010 as a professor without term in the Department of Health Administration and Policy, where he also served as the Director of the Center for Health Policy Research and Ethics. His stature as an economic scholar provided notable scholarship and research opportunities for faculty and students, and his expertise in U.S. health policy is regularly sought by governments, policy makers, and businesses.

As a faculty member and center director, Professor Nichols developed strong student-faculty collaborations amongst a multitude of other scholarly achievements. He is an excellent teacher, scholarly researcher and exemplar for the profession, as evident by his past appointments to the Patient Centered Primary Care Collaborative, Virginia Health Reform Initiative, Center for Medicare and Medicaid Innovation, and the Physician-Focused Payment Model Technical Advisory Committee.

In light of Professor Nichols' sustained commitment to the University, I fully support this Faculty Emeritus appointment effective July 31, 2020.

Approval ☒ Disapproval ☐ _____
Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐ _____
Anne Holton, Interim President


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Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. J. Mark Pullen

Date: 8 June 2020

I am writing to request that Dr. J. Mark Pullen be awarded the title **Professor Emeritus of Computer Science effective July 31, 2020.**

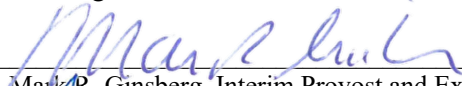
Dr. Pullen is a Professor of Computer Science and Director of the Center of Excellence in Command, Control, Communications, Computing, Intelligence (C4I) and Cyber. He joined Mason in 1992 following his retirement from the US Army with the rank of Lieutenant Colonel. He received his doctorate in computer science from the George Washington University in 1981.

Dr. Pullen has made outstanding contributions through his research in a wide range of fields including networked multimedia applications, command and control, distributed virtual simulation, and interoperation of command and control with simulations. He has served as Principal Investigator for 49 research projects with total budget over \$17 million. He is a Fellow of the Institute for Electrical and Electronics Engineers (IEEE), and the Association of Computing and Machinery (ACM). He received the IEEE Harry Diamond Memorial Award and was a leader in the team that received the 2013 NATO Scientific Achievement Award

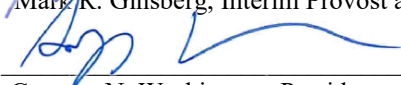
Dr. Pullen has had a strong influence on computing education at Mason. He has been an outstanding teacher, and over the last three decades several thousand undergraduates and graduate students have benefited from taking his classes.

Dr. Pullen's nomination has the full support of the Department of the Computer Science and its interim Chair. In recognition of the many contributions that Dr. J. Mark Pullen has made to the Volgenau School of Engineering I recommend that he be granted the status of Professor Emeritus of Computer Science.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President


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Volgenau School of Engineering

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Arun Sood

Date: 8 June 2020

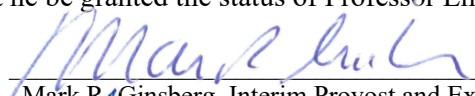
I am writing to request that Dr. Arun Sood be awarded the title **Professor Emeritus of Computer Science effective July 31, 2020**. Dr. Arun Sood a Professor of Computer Science joined Mason in 1987. In the course of his career Dr. Sood made notable contributions to Mason, including serving as chair of the Department of Computer Science from 2003 to 2006, and establishing the Bachelors in Applied Computer Science program, an inter-disciplinary undergraduate computing program.

During this time, he has made great contributions to the field of computer security, to Mason, and to the Computer Science department in particular. He has published several papers in the field of computer security and is especially known in the community for his contributions for an innovative security mechanism that automatically obfuscates IP addresses. He has published two widely used books that have been used in various undergraduate and graduate classes. He is also a prolific inventor with eight patents issued to him in various domains of computing – security and vision.

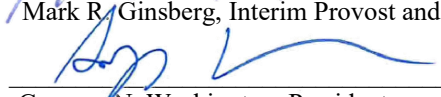
Dr. Sood has made strong contributions to computing education at Mason. He has been an outstanding teacher, and over the last three decades several thousand undergraduates and graduate students have benefited from taking his classes. He has supervised 18 PhD students towards successful completion of their thesis and many of these students have found faculty positions in academia and industry.

Dr. Sood's nomination has the full support of the Department of the Computer Science and its interim Chair. In recognition of the many contributions that Dr. Sood has made to the Volgenau School of Engineering, I recommend that he be granted the status of Professor Emeritus of Computer Science.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President


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Volgenau School of Engineering

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Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Interim Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Pearl Wang

Date: 8 June 2020

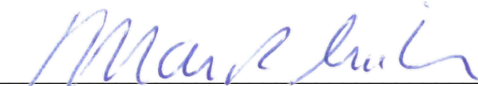
I am writing to request that Dr. Pearl Wang be awarded the title **Associate Professor Emerita of Computer Science effective July 31, 2020**. Dr. Wang was a founding member of the Computer Science (CS) Department, joining Mason in 1983. She served as Associate Chair and Director of the Undergraduate CS programs from 2008 - 2019. During her years at Mason, she was a member of, and chaired numerous department and school committees and served on various university level committees.

Dr. Wang led the Center for Parallel and Distributed Computation from 1987 to 2001. Her research areas have included sequential and parallel algorithms for combinatorial optimization problems, and interconnection networks for massively parallel systems. She has served on the organizing and steering committees of several professional conferences, and she was the General Chair of the Fourth Symposium on the Frontiers of Massively Parallel Computation.

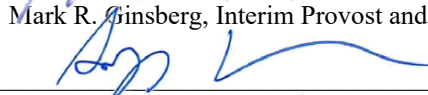
Dr. Wang has been a prominent volunteer leader in ABET, the leading agency that accredits programs in the STEM fields worldwide. She was a member of the Executive Committee of the ABET's Computing Accreditation Commission (2016-2019), and she served as President of the Computer Science Accreditation Board (2016-2018). She remains to be active on an ABET activities in a project on Paradigms for Future Computing Curricula.

Dr. Wang's nomination has the full support of the Department of the Computer Science and its interim Chair. In recognition of the many contributions that Dr. Pearl Wang has made to the Volgenau School of Engineering I recommend that she be granted the status of Associate Professor Emerita of Computer Science.

Approval ☒ Disapproval ☐


Mark R. Ginsberg, Interim Provost and Executive Vice President

Approval ☒ Disapproval ☐


Gregory N. Washington, President

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ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

July 31, 2020

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Bloom	Michael	8/25/2020

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Drews-Botsch	Carolyn	8/25/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Plaku	Erion	8/25/2020
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (VSE)

Rebillion	Cesar J.	8/25/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Criminology, Law and Society (CHSS)

Rosenblum	David	7/31/2020
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (VSE)

Note(s): Additional Title: Chair, Department of Computer Science, Planning Research
Corporation Endowed Chair

BOV Approved in May 2020; request for a revised start/tenure date.



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Michael Bloom, Associate Professor

Faculty Member's Name and Title

Global and Community Health

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for within 30 days of start of employment.

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Bloom has had a sustained trajectory of extramurally-funded research and scholarship, multi-disciplinary teaching and service to his institution and profession. He comes to Mason from the School of Public Health, University at Albany, where he held a joint appointment with the Department of Epidemiology and Biostatistics. Dr. Bloom is currently a co-investigator on a \$5 million grant and has two R21 grant applications pending with NIH. Dr. Bloom's strong skills in obtaining extramural funding will be an asset to GCH and the college. His research and multi-disciplinary teaching skills put him at the top of the 120 candidates who applied for the position.

Germaine Louis

July 2, 2020

Dean/Director

Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Caroline Drews-Botsch, Professor & Chair

Faculty Member's Name and Title

Global and Community Health

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for Within 30 days of employment.

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Drews-Botsch is an epidemiologist with a focus on reproductive, perinatal and pediatric epidemiology as well as on epidemiologic methods. She has an active federally-funded research portfolio receiving (as principal or co-principal investigator) more than \$5 million in extramural funding from sources such as NIH and CDC. She has developed and taught seven different courses, mentored more than fifty masters students and graduated more than a dozen PhD students. In addition, while at Emory, Dr. Drews-Botsch has served as Vice Chair of Academic Affairs, Associate Dean, and Director of Graduate Studies. Her research expertise, teaching and mentoring skills, and administrative experience put her as the top candidate for this position.

Germaine Louis

July 2, 2020

Dean/Director

Date



Office of the Provost
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Fairfax, Virginia 22030
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**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Erion Plaku

Faculty Member's Name and Title

Computer Science

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for TBD
Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Erion Plaku was selected as part of a highly competitive search which had over 350 applicants. Dr. Erion Plaku is a tenured Associate Professor at Catholic University of America, and since August 2019 has been on an IPA as a Program Director in the NSF Division of Information and Intelligent Systems, where he manages the National Robotics Initiative and Robust Intelligence programs. Dr. Plaku will be an outstanding addition VSE and will contribute greatly to the VSE strength in the area of robotics. His external reviewers have enthusiastically praised his research record. He is also an accomplished teacher. Dr Plaku's tenure at the Associate Professor level received the unanimous vote of the CS Department, the strong support of the CS Chair and a near unanimous vote (11 in favor and one abstention) of the VSE P&T Committee.

Kenneth S. Ball

6.18.2020

Dean/Director

Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Dr. Cesar Rebellon, Professor

Faculty Member's Name and Title

Criminology, Law and Society, CHSS

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for **8/25/2020**.
Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

The Department of Criminology, Law and Society (CLS) was authorized a full professor hire in spring 2019. CLS has one of largest undergraduate majors in the university (about 1400 students), but one of the smallest faculty (15 tenure-line) and needs to grow. CLS also needed more senior leadership in the department, since it only has 5 full professors. Last, consistent with the university's message, CLS needs to continue to build a more diverse and inclusive faculty. Based on his scholarship and standing in the field, Professor Cesar Rebellon was voted by CLS faculty as the top candidate. He has been a full professor for over 5 years in the Sociology Department at the University of New Hampshire, where he has also served as chair. His expertise in criminological theory, quantitative methods, and juvenile justice helps fill crucial areas.

Ann L. Ardis

6/17/2020

Dean/Director

Date



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**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

David S. Rosenblum

Faculty Member's Name and Title

Computer Science

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for TBD
Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Rosenblum is hired after a national search that began in late Fall of 2018. Dr. Rosenblum's research has addressed a wide range of problems pertaining to software development. He is widely respected in his field: He has over 13,000 citations; he has edited four books, and published over 117 refereed journal and conference papers. He has served as PI or Co- PI on millions of dollars of funded research. He was awarded the Wolfson Research Merit Award from the Royal Society. He is a Fellow of two major professional societies, and has served as Editor-in-Chief of a major journal. Dr. Rosenblum's leadership will undoubtedly move the CS department to the next level. Dr. Rosenblum's tenure was approved almost unanimously by the CS Department, including the chair, and was approved unanimously by the VSE P&T Committee.

Kenneth S. Ball

3.23.2020

Dean/Director

Date

ITEM NUMBER VIII.B:

Exclusion of the Board of Visitors from the National Industrial Security Program personnel security clearance requirement.

PURPOSE OF ITEM:

This Action Item is required to avoid the requirement for members of the Board of Visitors to obtain personnel security clearances.

BRIEF NARRATIVE:

Under the provision of the National Industrial Security Program the senior management official and the Facility Security Officer must always be cleared to the level of the Facility Clearance Level (FCL). The University has a Top Secret FCL which allows researchers to work on classified contracts up to and including the Top Secret level. Both the senior management official and the Facility Security Officer possess the required Top Secret clearances. Other officials as determined by the "Cognizant Security Agency" (CSA) must be granted personnel security level clearances or be excluded by formal resolution. Our CSA, the Defense Counterintelligence and Security Agency, has determined that the Board of Visitors must be effectively excluded from all classified information disclosed to the organization. This exclusion must be made a matter of record by the University's executive body. This is a recurring exclusion that must be executed whenever a change to membership of the Board of Visitors occurs. The wording of the exclusion is the wording provided by our CSA and we have been instructed not to vary from it.

STAFF RECOMMENDATION:

Staff recommends Board approval

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

WHEREAS, said Department of Defense Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

NOW THEREFORE BE IT DECLARED that the Senior Management Official and Facility Security Officer at the present time do possess the required eligibility for access to classified information; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Senior Management Official or Facility Security Officer, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

Board Officers:

Pending election - Rector
Pending election - Secretary

Pending election - Vice Rector

Board Members:

Simmi Bhuller

Thomas M. Davis

Mehmood S. Kazmi

Carolyn J. Moss

Paul J. Reagan

Robert Witeck

Horace L. Blackman

James W. Hazel

Wendy Marquez

Jon Peterson

Edward H. Rice

Anjan Chimaladinne

Juan Carlos Iturregui

Ignacia S. Moreno

Nancy G. Prowitt

Denise Turner Roth

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 31 July 2020

Pending election - Secretary

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

In order to facilitate the orderly transaction of business, and to make the most efficient use of administrative staff, it is the policy of this Board that all requests by individual members for University documents and records, subject to review by Counsel for disclosability, shall be directed to the Secretary of the Board of Visitors or to the Secretary pro tem in the absence of the Secretary of the Board of Visitors.

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 31, 2020.

Secretary
Board of Visitors

ITEM NUMBER VIII.D.1.c:

**Annual Notice - Deficit Authorization
Section 4-3.01 Requirements**

PURPOSE OF ITEM:

This item provides a copy of Section 4-3.01 to members of the Board of Visitors.

BRIEF NARRATIVE:

Section 4-3.01 prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of non-general fund revenue collections and appropriations, without prior approval by the Governor.

Consistent with this provision, the agency head is directed to acknowledge the receipt of this notification

The heads of agencies with governing boards must also provide each board member with a copy of this notice - §4-3.01.

STAFF RECOMMENDATION:

For Board information only.

§ 4-3.00 DEFICIT AUTHORIZATION AND TREASURY LOANS

§ 4-3.01 DEFICITS

a. GENERAL:

1. Except as provided in this section no state agency shall incur a deficit. No state agency receiving general fund appropriations under the provisions of this act shall obligate or expend moneys in excess of its general fund appropriations, nor shall it obligate or expend moneys in excess of nongeneral fund revenues that are collected and appropriated.

2. The Governor is authorized to approve deficit funding for a state agency under the following conditions:

- a) an unanticipated federal or judicial mandate has been imposed,
- b) insufficient moneys are available in the first year of the biennium for start-up of General Assembly-approved action, or
- c) delay pending action by the General Assembly at its next legislative Session will result in the curtailment of services required by statute or those required by federal mandate or will produce a threat to life, safety, health or property.
- d) Such approval by the Governor shall be in writing under the conditions described in § 4-3.02 a Authorized Deficit Loans of this act and shall be promptly communicated to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval.

3. Deficits shall not be authorized for capital projects.

4. The Department of Transportation may obligate funds in excess of the current biennium appropriation for projects of a capital nature not covered by § 4-4.00 Capital Projects, of this act provided such projects 1) are delineated in the Virginia Transportation Six-Year Improvement Program, as approved by the Commonwealth Transportation Board; and 2) have sufficient cash allocated to each such project to cover projected costs in each year of the Program; and provided that 3) sufficient revenues are projected to meet all cash obligations for such projects as well as all other commitments and appropriations approved by the General Assembly in the biennial budget.

b. UNAUTHORIZED DEFICITS: If any agency contravenes any of the prohibitions stated above, thereby incurring an unauthorized deficit, the Governor is hereby directed to withhold approval of such excess obligation or expenditure. Further, there shall be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to make any appropriation hereafter to meet such unauthorized deficit. Further, those members of the governing board of any such agency who shall have voted therefore, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal therefore. Further, the State Comptroller is hereby directed to make public any such unauthorized deficit, and the Director, Department of Planning and Budget, is hereby directed to set out such unauthorized deficits in the next biennium budget. In addition, the Governor is directed to bring this provision of this act to the attention of the members of the governing board of each state agency, or its head if there be no governing board, within two weeks of the date that this act becomes effective. The governing board or the agency head shall execute and return to the Governor a signed acknowledgment of such notification.

c. TOTAL AUTHORIZED DEFICITS: The amount which the Governor may authorize, under the provisions of this section during the current biennium, to be expended from loans repayable out of the general fund of the state treasury, for all state agencies, or other agencies combined, in excess of general fund appropriations for the current biennium, shall not exceed one and one-half percent (1 1/2%) of the revenues collected and paid into the general fund of the state treasury as defined under § 4-2.02 b of this act during the last year of the previous biennium and the first year of the current biennium.

d. The Governor shall report any such authorized and unauthorized deficits to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval. By August 15 of each year, the Governor shall provide a comprehensive report to the Chairmen of the House Appropriations and Senate Finance Committees detailing all such deficits.

ITEM NUMBER VIII.D.2.a:

**FACULTY INCENTIVE RETIREMENT PLAN
(ACTION)**

PURPOSE OF ITEM:

Incentivize eligible tenured faculty with an early retirement plan that is in compliance with the Code of Virginia § 23.1-1302 and will provide potential long-term budget relief for colleges and schools.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

Mason proposes to offer tenured faculty enrolled in the Optional Retirement Plan a retirement window with an incentive. The Board of Visitors approved a similar version in 2015. Eligible participants (Age 65+ with at least 10 years of service to Mason OR Age 60+ with years of service totaling 80) may self-nominate. Nominations require the approval of the Dean, as well as the Provost. In addition to approval of the Board of Visitors, the Commonwealth (under § 23.1-1302), requires the additional approvals of the Attorney General and Governor, and the plan will not take effect or be offered until those approvals are received.

STAFF RECOMMENDATION:

Staff recommends Board approval of the retirement incentive program.

George Mason University Faculty Incentive Retirement Plan

The George Mason University Faculty Incentive Retirement Plan (the "Plan") is intended to be a one-time retirement window that provides eligible faculty members of George Mason University an opportunity to retire from the University at an earlier date than might otherwise be feasible. Eligible faculty members will have the option to choose one of three retirement dates: February 1, 2021, June 1, 2021, or February 1, 2022 (the "Retirement Date"). **Application for the Plan is completely voluntary.**

Eligibility

A full-time, tenured, benefited faculty member of the University (whether in active status or on an approved leave of absence) who meets the following requirements is eligible to participate in the Plan:

- (i) Participates in the Optional Retirement Plan (ORP); and either:
 - a) is age 65 or older, and has at least ten years of continuous full-time benefited service with the University as of the day before the applicable Retirement Date; or
 - b) is age 60 but under age 65, but the sum of the faculty member's age and years of service is 80 or more as of the day before the applicable Retirement Date.

("Eligible Employee"). Prior to the commencement of the Self-Nomination Window, the University will notify each faculty member who it has determined is a potential Eligible Employee based on age, service and full-time status as of January 31, 2021, May 31, 2021, or January 31, 2022 ("Assessment Date"), as applicable.

A faculty member who, as of May 25, 2020 or after, is covered by an existing written agreement under which the faculty member has agreed to retire from or otherwise terminate employment with the University is not an Eligible Employee.

No employee has a right to participate in the Plan. The University may disapprove an Application for any reason in its sole and absolute discretion if deemed in the best interest of the University.

The Offer

The offer includes both a retirement incentive and a medical incentive, as outlined below.

Retirement Incentive

Eligible Employees participating in the Plan will receive an employer contribution to the George Mason University Tax Deferred Savings Plan ("TSA") equal to the lesser of: (1) two percent (%) of current base salary, multiplied by the number of years of service to the University; or (2) Seventy-Five Thousand Dollars (\$75,000). Contributions will be made to the Eligible Employee's account under the TSA in equal monthly installments beginning with the January following the Eligible Employee's Retirement Date and ending after 24 monthly contributions have been made to the TSA.

Medical Incentive

In addition to the retirement incentive, an Eligible Employee who participates in the Plan will receive a medical incentive to assist with the cost of the premiums for coverage under the state retiree medical plan if the Eligible Employee (i) has coverage under the state medical plan for active employees immediately prior to his or her Retirement Date, (ii) is under age of 65 as of his or her Retirement Date, and (iii) timely elects coverage under the state retiree medical plan. An Eligible Employee will receive an employer contribution to the TSA each month equal to \$490. Such employer contributions will begin the month of the Eligible Employee's Retirement Date and end the month preceding the month in which the Eligible Employee attains age 65 or, if earlier, the month in which the Eligible Employee is no longer covered by the state retiree medical plan. An Eligible Employee acknowledges and agrees that he or she must commence regular retirement benefit payments under the Optional Retirement Plan ("ORP") in order to be eligible to elect coverage under the state retiree medical plan.

All incentive contributions to the TSA will be remitted to TIAA. Eligible Employees can withdraw their contributions from the TSA at any time after their Retirement Date, subject to the terms of their investment elections.

All benefits paid under the ORP or the TSA shall be subject to the written terms of those plans and to State law, which shall control in the event of a discrepancy with the Plan. An Eligible Employee will not be eligible for any other benefits provided under any employee benefit plan, program, or policy sponsored by the University after his or her Retirement Date, except as specifically provided under the terms of that employee benefit plan, program or policy. Nothing in this Plan is intended to limit the University's right to amend its employee benefit plans or to change service providers at any time, so long as applied on a nondiscriminatory basis to both active employees and Eligible Employees participating in the Plan.

Medical Incentive **EXAMPLES**

Example 1:

65 th Birth Date	Retirement Date
6/17/2021	2/1/2021

Monthly Medical Incentive to the TSA:	\$490
Start Date:	February 2021
End Date:	May 2021
Total Value Deposited	\$1,960

Example 2:

65 TH Birth Date	Retirement Date
11/1/2022	6/1/2021

Monthly Medical Incentive to the TSA:	\$490
Start Date:	June 2021
End Date:	October 2022
Total Medical Incentive Value Deposited	\$8,330

Death or Disability

In the event an Eligible Employee becomes permanently and totally disabled after being approved for the Plan and signing the Plan Agreement, but before any or all of the retirement incentive payments and/or medical incentive payments have been made, the Eligible Employee will continue to receive any remaining benefits under the Plan.

In the event an Eligible Employee dies after being approved for the Plan and signing the Plan Agreement, but before any or all of the retirement incentives and/or medical incentives have been made, neither the Eligible Employee nor his or her heirs or representatives shall be entitled to any remaining benefits under the Plan.

Retirement and Reemployment

An Eligible Employee must agree to retire from all service with the Commonwealth of Virginia and/or any of its Agencies effective as of his or her Retirement Date in order to participate in the Plan. An Eligible Employee must agree to withdraw from active membership under the \ORP, effective as of his or her Retirement Date.

An Eligible Employee who retires under the Plan can be reemployed by the Commonwealth of Virginia and/or any of its Agencies following his or her Retirement Date, but only as an adjunct faculty member or in a non-benefited position following a bona fide break in service of at least one full spring or fall semester. Future employment may NOT be discussed informally or formally with the University or any other Commonwealth of Virginia or Agency employer until after the required break in service is complete.

Participation Process

Tentative Timeline	Process
August/September 2020	<p>Communication to faculty members identified by the University as Eligible Employees.</p> <ul style="list-style-type: none"> • Faculty members who are identified as Eligible Employees will be notified by email by the Unit of the availability of the Plan, which notice shall include a copy of both the Plan document and Attachment A of the Plan Agreement. • HR will provide scheduled informational sessions to discuss the Plan and to answer questions at the request of the Unit. • Fidelity and TIAA-CREF can provide scheduled individualized sessions to understand retirement benefits and to answer questions.
October 1, 2020, February 1, 2021, or October 1, 2021	Fidelity Self-Nomination Window- Interested Eligible Employees will sign and submit an Application to the Dean. The Application will indicate a preference for one or more of the following Retirement Dates: February 1, 2021, June 1, 2021, or February 1, 2022. Applications will be due by October 1, 2020, February 1, 2021, or October 1, 2021 depending on the retirement date requested. If an Application is not timely submitted, an Eligible Employee will not be eligible to participate in the Plan.
October 1, 2020 – October 20, 2020, February 1, 2021 – February 20, 2021, or October 1, 2021 – October 20, 2021	Deans and Department heads will review the Applications, evaluate the impact to the Department, and approve or disapprove. Recommendations will be approved or disapproved centrally by the Provost and Vice President of Human Resources & Payroll based on State law restrictions and University strategic needs.
October 30, 2020, February 26, 2021, or October 30, 2021	University will notify Eligible Employees of the approval or disapproval of their Applications and the approved Retirement Date, and a Plan Agreement will be provided to all approved Eligible Employees
November 1, 2020 – November 20, 2020, March 1, 2021 – March 19, 2021, or November 1, 2021 – November 20, 2021	Period during which Eligible Employees must submit their signed the Plan Agreement to the Vice President of Human Resources. An executed Agreement shall be binding on both the University and the Eligible Employee, subject only to timely revocation as provided in the Plan Agreement.
February 1, 2021, June 1, 2021, or February 1, 2022	Eligible Employees participating in the Plan agree to retire on the approved Retirement Date. An Eligible Employee shall continue to perform his or her assigned duties and responsibilities to the best of his or her abilities and in accordance with University policies and practices through his or her Retirement Date in order to be eligible to receive the retirement incentive and medical incentive as applicable under the Plan.
Within 45 days after February 1, 2021, June 1, 2021, or February 1, 2022 Retirement Dates	Eligible Employees must submit an executed Supplemental Plan Agreement to HR no later than 45 days after his or her February 1, 2021, June 1, 2021, or February 1, 2022 Retirement Date, as applicable, in order to receive the retirement incentive and medical incentive under the Plan. In no event shall any retirement incentive or medical incentive be made on behalf of an Eligible Employee under the Plan until his or her Supplemental the Plan Agreement is irrevocable pursuant to its terms.

Authority to Amend or Terminate

The Board of Visitors of the University approved the Plan on July 31, 2020. Subject to the approval requirement imposed by law, the George Mason University Board of Visitors has the authority to modify, amend or repeal the Plan. An Eligible Employee who retires under an executed Plan Agreement, however, will continue to be subject to the terms of the Plan in effect on the date he or she signs the Plan Agreement.

Total Plan Cost

The total cost of the Plan shall be an amount not to exceed five percent (5%) of the fiscal year appropriation for faculty salaries and associated benefits.

RESOLUTION OF
THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE A FACULTY INCENTIVE RETIREMENT PLAN

WHEREAS, Code of Virginia § 23.1-1302 permits the Board of Visitors of George Mason University (the "Board") to establish a compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in non-classified, faculty positions; and

WHEREAS, the proposed Faculty Incentive Retirement Plan ("IRP") meets the requirements of Code of Virginia § 23.1-1302; and

WHEREAS, Code of Virginia § 23.1-1302 provides that any such voluntary early retirement compensation plan must be approved by the Governor, and reviewed for legal sufficiency by the Office of the Attorney General;

NOW, THEREFORE BE IT RESOLVED:

- I. Subject to and following the approval of the Governor, and review for legal sufficiency by the Office of the Attorney General, of the plan presented to the Board, the Board hereby authorizes the University to establish a Faculty Incentive Retirement Plan (IRP), consistent with the terms presented to the Board, and specifically authorizes the President or the Provost to execute IRP agreements with tenured faculty; and
2. The Board hereby approves the total cost for such IRP as provided in the terms of such plan presented to the Board; and
3. This resolution shall take effect immediately upon its approval by the Board.

Adopted: July 31, 2020

Secretary
Board of Visitors
George Mason University

ITEM VIII.D.2.b.:

**AMENDED INVESTMENT POLICY 2116
(ACTION)**

PURPOSE OF ITEM:

Board of Visitors approval of the University's amended Investment Policy 2116.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The Investment Policy applies to the investment and management of all University's funds not held by the State Treasury. Investment management is a key component of the University's ability to successfully achieve financial autonomy demonstrating strong financial management and stewardship of resources

As an Agency of the Commonwealth of Virginia, the University has an obligation to ensure that all monies under the University's control follow prudent guidelines and adhere to the deposit and investment requirements established by the Commonwealth of Virginia. The purpose of this amended investment policy is to establish investment objectives that:

1. Identify funds that maintain deposit and investment balances;
2. Delegate authority for oversight of the University's investment program;
3. Document investment strategies and permitted investments that comply with Virginia law and are appropriate for each fund's liquidity needs and investment time horizon;
4. Comply with fiduciary, prudence, and legal requirements for the assets of the various funds;
5. Establish periodic reporting requirements to monitor investment results and compliance with this investment policy.

The Senior Vice President for Administration and Finance will have oversight for the investment policy and shall routinely monitor and evaluate investment results on the Funds covered by this policy. The Board of Visitors shall no less than annually review the University's compliance with this policy.

STAFF RECOMMENDATION:

The staff recommends Board of Visitor's approval of this resolution that adopts the amended Investment Policy 2116.



University Policy 2116: Investment Policy

Responsible Office:

Senior Vice President for Administration and Finance

Policy Procedures:

Appendix A: Funds Investment Strategies

Appendix B: Public Funds Permitted Investments

Appendix C: Endowment Funds Permitted Investments

Related Law & Policy:

State and Local Government Conflict of Interests Act, Virginia Code §2.2-3100 et seq.

Investment of Public Funds Act, Virginia Code §2.2-4500 et seq.

Security for Public Deposits Act, Virginia Code §2.2-4400 et seq.

Local Government Investment Pool Act, Virginia Code §2.2-4600 et seq.

Government Non-Arbitrage Investment Act §2.2-4700 et seq.

Uniform Prudent Management of Institutional Funds Act, Virginia Code §64.2-1100 et seq.

State Depositories, Virginia Code §2.2-1813 et seq.

University Policy 1123, Gift Acceptance

I. Scope

This policy applies to George Mason University's ("University") funds that are not held by the Commonwealth of Virginia's Department of the Treasury ("State Treasury").

II. Policy Statement

Investment management is a key component of the University's ability to successfully achieve its financial autonomy while supporting its value of being careful stewards.

Purpose

As an Agency of the Commonwealth of Virginia, the University has an obligation to ensure that all monies under the University's control follow prudent guidelines and adhere to the deposit and investment requirements established by the Commonwealth of Virginia. The purpose of this investment policy is to establish investment objectives that:

- 1) Identify funds that maintain deposit and investment balances;
- 2) Delegate authority for oversight of the University's investment program;
- 3) Document investment strategies and permitted investments that comply with Virginia law and are appropriate for each fund's liquidity needs and investment time horizon;
- 4) Comply with fiduciary, prudence, and legal requirements for the assets of the various funds; and
- 5) Establish periodic reporting requirements to monitor investment results and compliance with this investment policy.

Identification of Funds

The University's funds subject to this investment policy are identified below. These funds may be managed separately or combined based on the University's portfolio investment strategies.

- 1) **State Funds:** State Funds include tuition and fees, auxiliary enterprises and federal and other monies used for current operations which are deposited into the State Treasury.
- 2) **Non-State Funds or Local Funds:** Funds held by the University that do not meet the definition of State Funds and are not transferred to the Foundation. Any fund designated as Local Funds may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 3) **Unrestricted Discretionary Funds:** Any funds designated as Unrestricted Discretionary Funds may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 4) **Temporary Operating Funds:** These funds include tuition and fees, auxiliary enterprises and federal and other monies that are temporarily held by the University until remitted to the State Treasury. These monies are subject to the Public Funds Permitted Investment guidelines as stated in Appendix B.
- 5) **Unrestricted Reserve Funds:** Funds established to enable internal lending to any approved project or activity may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 6) **Restricted Capital Project Funds:** Monies received as gifts by the University that are restricted to specific capital projects may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 7) **Restricted Bond Proceeds:** Proceeds of tax exempt and taxable municipal bonds should be invested separately in Public Funds Permitted Investments as stated in Appendix B. Investment may be further restricted by any trust indenture, bond resolution, or similar document related to each individual issuance of the municipal bonds.

- 8) **Restricted Endowment Funds:** Monies received as gifts and bequests shall be invested in Endowed Funds Permitted Investments as stated in Appendix C.

Investment Strategies and Permitted Investments

Investment strategy framework is provided for funds based on characteristics and liquidity needs in Appendix A. Appropriate documentation of the individual strategies shall include defining characteristics of the individual funds, primary investment objectives, risk mitigation guidelines, and performance benchmarks. Permitted investments for each fund include either:

- 1) **Public Funds Permitted Investments:** Applicable University funds may be invested in security types permitted by the Virginia Investment of Public Funds Act §2.2-4500 et seq. and in bank deposits collateralized under the guidelines of the Security for Public Deposits Act §2.2-4400 et seq. Details of specific permitted investments are stated in Appendix B.
- 2) **Endowment Funds Permitted Investments:** Endowment funds with a long-term investment horizon may be invested in a broad array of sectors and investment types within strategies that balance the risks and duration of investment losses carefully against the long-term potential for appreciation of assets. The investment of funds shall be subject to the Uniform Prudent Management of Institutional Funds Act (Code of Virginia §64.2-1100 et seq.). Details of permitted investments are stated in Appendix C.

Compliance & Review

The Senior Vice President for Administration and Finance shall oversee this policy and shall routinely monitor and evaluate investment results on the Funds covered by this policy. The Board of Visitors shall no less than annually review the University's compliance with this policy.

III. Dates:

A. Effective Date:

October 10, 2018

B. Timetable for Review:

This policy shall be reviewed every three years or more frequently as needed.

Date Approved by the Board of Visitors: October 10, 2018

Revision Approved: July 31, 2020

Appendix A – Funds Investment Strategies

This provides framework for the investment program currently being developed for the University. The investment strategies that will fit into this initial framework will be developed in conjunction with the detailed cash flow analysis for the various funds and the development of the spending policy for the endowed accounts. The initial investment strategies in this document will be subject to ongoing review and modification by the University.

The University's funds will be subject to additional investment guidelines and invested according to identified strategies, to include the following: a) identify each Fund and/or fund component; b) provide a description of the purposes of each Fund; c) detail the primary investment needs of each Fund; d) identify a performance benchmark that aligns with each Fund's primary investment needs; and e) display the investment portfolio in which the Fund's balances will be concentrated unless the Fund needs to be invested separately.

Funds may be invested separately or concentrated in the Liquidity Portfolio, the Core Portfolio or the Endowment Portfolio. Investment portfolios will be managed in accordance with the parameters specified within this policy and Appendices B and C. Investment performance benchmarks will be adopted for the individual funds, if invested separately, and for the various investment portfolios. All benchmarks will reflect the use and objectives of the individual funds invested. Each portfolio's performance will be compared to its relevant benchmark on a regular basis.

Liquidity Portfolio

The Liquidity Portfolio is primarily designed to concentrate monies from different funds for the purposes of achieving economies of scale in the investment process. This portfolio is designed to provide for a high level of liquidity. The Liquidity Portfolio guidelines are listed in table below.

Security Sector	Sector Concentration Limit	Issuer Concentration Limit	Maturity Limit ⁽¹⁾
US Treasury	100%	100%	2 Years
US Agency/GSE	100%	25%	2 Years or 1-Year Duration for Mortgaged Backed Securities
Supranational	25%	25%	2 Years
Municipals	10%	5%	2 Years
Commercial Paper	35%	5%	1 Year
Bankers' Acceptance	35%	5%	180 Days
Negotiable CD's	35%	5%	2 Years
Corporate Notes	25%	5%	2 Years
Asset Backed Securities	15%	5%	2 Year Duration
Bank Demand Deposits	100%	100%	N/A
Non-Negotiable CD'	15%	5%	1 Year
Money Market Mutual Funds	100%	50% 10% of Fund Balance	N/A
LGIP's	100%	100% 10% of LGIP's Balance	1 Year Portfolio Duration
Repurchase Agreements	50%	50%	Overnight

Appendix A – Funds Investment Strategies

⁽¹⁾ Maturity limits apply from the settlement date of a security purchase.

Core Portfolio

The Core Portfolio is primarily designed to concentrate monies from different Funds for the purpose of enhancing investment earnings in the investment process. Fund balances that do not need to be spent for at least one year may be invested in the Core Portfolio subject to guidelines as listed below.

Security Sector	Sector Concentration Limit	Issuer Concentration Limit	Maturity Limit ¹
US Treasury	100%	100%	None
US Agency/GSE	100	25%	5 Years or 5-Year Duration for Mortgaged Backed Securities
Supranational	25%	25%	5 Years
Municipals	20%	5%	5 Years
Commercial Paper	35%	5%	1 Year
Bankers' Acceptance	35%	5%	180 Days
Negotiable CD's	35%	5%	5 Years
Corporate Notes	25%	5%	5 Years
Asset Backed Securities	15%	5%	5-Year Duration
Bank Demand Deposits	100%	100%	N/A
Non-Negotiable CD'	15%	5%	2 Years
Money Market Mutual Funds	100%	50% 10% of LGIP's Balance	N/A
Mutual Funds	25%	25% 10% of Fund's Balance	4 Year Portfolio Duration
LGIP's	100%	100% 10% of LGIP's Balance	4 Year Portfolio Duration
Repurchase Agreements	50%	50%	Overnight

⁽¹⁾ Maturity limits apply from the settlement date of a security purchase.

Restricted Endowment Portfolio

The Restricted Endowment Portfolio is primarily designed to achieve the investment objectives that balance between risk and return for optimal diversification. This portfolio will include: a) identification of the major asset classes and sub asset classes that will be used to invest assets; b) establishment of asset class and sub-asset class ranges within which tactical asset allocation can be implemented; c) memorializing the strategic asset allocation which is constructed to target a long term return and is used to establish a blended performance benchmark; and d) evaluation of internal or external investment advisor's/manager's strategies in relation to the University's investment objective. The assets will be invested in accordance with the targets for each asset class to achieve the target return as identified in the University's spending policy and a rebalancing philosophy will be followed.

Appendix B – Public Funds Permitted Investments

Applicable University Funds may be invested in security types permitted by Virginia Investment of Public Funds Act (“IPFA”) §2.2-4500 et seq., bank deposits collateralized under the guidelines of the Security for Public Deposits Act §2.2-4400 et seq., and other investments permitted under the Code of Virginia. Permitted investments include:

- I. U.S. Treasury Obligations. Bills, notes and any other obligation or security issued by or backed by the full faith and credit of the United States Treasury, as described by Code of Virginia §2.2-4501.
- II. Federal Agency/GSE Obligations. Bonds, notes and other obligations of the United States, and securities issued by any rated federal government agency or instrumentality or government sponsored enterprise as described by Code of Virginia §2.2-4501.
- III. U.S. Dollar Denominated Supranational Agency Bonds. Bonds and other obligations issued, guaranteed or assumed by the International Bank for Reconstruction and Development, by the Asian Development Bank or by the African Development Bank, as described by Code of Virginia §2.2-4501.
- IV. Municipal Obligations. Bonds, notes and other general obligations of any state and its agencies, authorities, and political subdivisions upon which there is no default, and otherwise meets the requirements of Code of Virginia §2.2-4501.
- V. Commercial Paper. “Prime quality” commercial paper issued by domestic corporations (corporations organized and operating under the laws of the United States or any state thereof) which otherwise meets the requirements of Code of Virginia §2.2-4502.
- VI. Bankers’ Acceptance. Issued by domestic banks or a federally chartered office of a foreign bank, which are eligible for purchase by the Federal Reserve System as described by Code of Virginia §2.2-4504.
- VII. Negotiable Certificates of Deposit and Bank Deposit Notes. Negotiable certificates of deposit and negotiable bank deposit notes of domestic banks and domestic offices of foreign banks and otherwise meeting the requirements of Code of Virginia §2.2-4509.
- VIII. Corporate Notes. Unsecured promissory notes issued by corporations, and otherwise meeting the requirements of Code of Virginia §2.2-4510.
- IX. Asset Backed Securities. Securities for which principal and income payments are derived from and collateralized by a specific pool of underlying assets, and otherwise meeting the requirements of Code of Virginia §2.2-4511.
- X. Bank Deposits and Non-Negotiable Certificates of Deposit. Demand deposits, time deposits, and other deposits that comply with all aspects of SPDA or with §2.2-4518.

Appendix B – Public Funds Permitted Investments

- XI. Mutual Funds (Open-Ended Investment Funds). Shares in open-end, no-load investment funds provided such funds are registered under the Federal Investment Company Act of 1940. Mutual funds are restricted to investments otherwise permitted by Code of Virginia §2.2-4500 et seq.
- XII. Local Government Investment Pools. Pooled investment programs as defined by Code of Virginia §2.2-4600 et seq. and §2.2-4700 et seq. The University may invest in two different types of Pools:
 - A. Principal Stability Pools that operate in compliance with the amortized cost guidelines of the Government Accounting Standards Board's Statement 79 ("GASB 79"); and
 - B. Short-Term Bond Pools that may have a longer average maturity than principal stability pools and a fluctuating net asset value.
- XIII. Repurchase Agreements. Overnight repurchase agreements meeting the guidelines of Code of Virginia §2.2-4507 and provided that the following conditions are met:
 - A. The contract is fully secured by deliverable U.S. government obligations as described in paragraphs A or B above and having a market value at all times of at least one hundred and two percent (102%) of the amount of the contract;
 - B. A Master Repurchase Agreement or specific written Repurchase Agreement governs the transaction;
 - C. The securities are free and clear of any lien and held by an independent third party custodian acting solely as agent for the University, provided such third party is not the seller under the repurchase agreement;
 - D. A perfected first security interest under the Uniform Commercial Code in accordance with book entry procedures prescribed at 31 C.F.R. 306.1 et seq. or 31 C.F.R. 350.0 et seq. in such securities as created for the benefit of the University;
 - E. The counterparty is a:
 - i. Primary government securities dealer who reports daily to the Federal Reserve Bank of New York, or
 - ii. A bank, savings and loan association, or diversified securities broker-dealer having at least \$5 billion in assets and \$500 million in capital and subject to regulation of capital standards by any state or federal regulatory agency; and
 - F. The counterparty meets the following criteria:
 - i. A long-term credit rating of at least 'AA' or the equivalent from an NRSRO; and
 - ii. Has been in operation for at least 5 years.

Appendix C – Endowment Funds Permitted Investments

Endowment funds with a long-term investment horizon may be invested in an array of sectors and investment types within strategies that balance the risks and duration of investment losses carefully against the long-term potential for appreciation of assets. The investment of funds shall be subject to the Uniform Prudent Management of Institutional Funds Act (Code of Virginia §64.2-1100 et seq.).

When identifying an appropriate investment strategy for endowment funds, investments should be allocated within the following investment categories. These category descriptions are meant to be general and may share investments otherwise considered to be in the same asset class. The categories include:

"Growth Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on capital appreciation. Investments within the Growth Assets category can include income and risk mitigating characteristics, so long as the predominant investment risk and return characteristic is capital appreciation. Examples of such investments or asset classes: domestic and international equities or equity funds, private or leveraged equity, certain real estate investments, and hedge funds focused on equity risk mitigation or equity-like returns.

"Income Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on income generation. Investments within the Income Assets category can include capital appreciation and risk mitigating characteristics, so long as the primary investment risk and return characteristic is income generation. Examples of such investments or asset classes: fixed income securities, guaranteed investment contracts, certain real estate investments, and hedge funds focused on interest rate risk mitigation or income investment-like returns.

"Real Return Assets" - a collection of investments and/or asset classes whose primary risk and return characteristics are focused on real returns after inflation. Investments within the Real Return Assets category can include inflation protected securities, commodities, certain real estate investments and hedge funds.

Permitted Investments

- I. Domestic Equities. Securities that represent fractional ownership of U.S. based corporations including individual stocks and mutual funds or commingled trusts that invest in individual equities. No more than the greater of 5% or weighting in the Russell 3000 Index of the total equity portfolio valued at market may be invested in the common equity of any one corporation; ownership of the shares of one company shall not exceed 5% of those outstanding; and not more than 40% of equity valued at market may be held in any one sector, as defined by the Global Industry Classification Standard (GICS).
- II. International Equities. Securities that represent fractional ownership of internationally based corporations including individual stocks and mutual funds or commingled trusts that invest in individual equities. No more than the greater of 5% or weighting in the MSCI ACWI ex-U.S. of the total equity portfolio valued at market may be invested in the common equity of any one corporation; ownership of the shares of one company shall not exceed 5% of those outstanding; and not more than 40% of equity valued at market may

Appendix C – Endowment Funds Permitted Investments

be held in any one sector, as defined by the Global Industry Classification Standard (GICS).

- III. Fixed Income. Fixed rate and variable rate debt instruments including both individual securities and mutual funds or commingled trusts that invest in individual debt securities. No one issuer may exceed more than 5% of the total endowment portfolio at the time of purchase; however, the 5% limitation does not apply to issues of the U.S. government including U.S. Treasury securities and issues of the Federal Agencies or Government Sponsored Enterprises. The weighted average credit rating of the fixed income assets in any endowment portfolio shall be investment grade, based on the rating of one Nationally Recognized Statistical Rating Organization (“NRSRO”).
- IV. Alternatives. Non-traditional asset classes such as hedge funds, private equity, real estate and commodities, when deemed appropriate. The total allocation to this category may not exceed 20% of the overall portfolio and the following guidelines shall also apply:
 - A. Hedge Funds. The primary objective of any hedge fund shall be to enhance the risk-return profile of the overall portfolio. This can be accomplished by using a combination of hedge fund strategies that may enhance returns at a reasonable level of risk or reduce volatility while providing a reasonable level of return. These asset classes may differ from traditional public market asset classes due to the use of certain strategies including short-selling, leverage, and derivatives. Hedge funds may also invest across asset classes. The use of direct hedge funds and fund-of-hedge funds are allowed. For purposes of asset allocation targets and limitations, single strategy hedge funds will be categorized under the specific asset class of the fund. For example, a long/short U.S. equity fund will be categorized as “Other” in the Growth Assets category while a long/short credit fund will be categorized as “Other” in the Income Assets category. Multi-strategy hedge funds that cannot be easily categorized under one asset class will be included in “Other” under either the Growth Assets or Income Assets category depending on the risk-return profile of the strategy.
 - B. Private Equity: Private equity is less liquid than publicly traded equity securities and can provide returns that are greater than what is available in publicly traded markets. The private equity portfolio may include investments in a variety of commingled/partnership and direct investment vehicles including, but not limited to, venture capital, buyout, turnaround, mezzanine, distressed security, and special situation funds. The private equity portfolio is recognized to be long-term in nature and highly illiquid. Due to their higher risk, private equity investments are expected to provide higher returns than publicly traded equity securities. For purposes of asset allocation targets and limitations, these funds will be categorized as “Other” under the Growth Assets category.
 - C. Private Debt: Private debt is less liquid than publicly traded debt and can provide returns that are greater than what is available in publicly traded markets. The private debt portfolio may include investments in a variety of commingled /partnership and direct investment vehicles including, but not limited to, direct lending, distressed debt, multi-asset credit, structured credit, mezzanine debt, real estate debt, and special situations. Due to their higher risk, private debt

Appendix C – Endowment Funds Permitted Investments

investments are expected to provide higher long-term returns than publicly traded debt securities. For purposes of asset allocation targets and limitations, these funds will be categorized as “Alternative Assets”.

- D. Real Estate: Consists of publicly traded Real Estate Investment Trust (“REIT”) securities and/or non-publicly traded private real estate and shall be diversified across a broad array of property types and geographic locations. Investments of this type are designed to provide a stable level of income combined with potential for price appreciation, particularly in periods of unexpected inflation. For private real estate, the illiquid, long-term nature should be considered. For purposes of asset allocation targets and limitations, publicly traded REITs will be categorized as “Other” under the Growth Assets category. Depending on the investment characteristics of a private real estate fund, the fund will be categorized as “Other” under either the Income Assets category, for example, a core real estate fund, or under the Growth Assets category, for example, an opportunistic real estate fund where capital gains are expected to make up a significant portion of the total return.
 - E. Inflation Hedge: Shall consist of pooled vehicles holding among other assets: Treasury Inflation Protected Securities (“TIPS”), commodities or commodity contracts, index-linked derivative contracts, certain real estate or real property funds and the equity of companies in businesses thought to hedge inflation. Inflation hedge assets will be reported in the Real Return Assets category.
- V. Cash equivalents. Mutual funds complying with Rule 2(a)-7 of the Investment Company Act of 1940.

Prohibited Investments.

Except for purchase within authorized investments, securities having the following characteristics are not authorized and shall not be purchased: letter stock and other unregistered securities; direct commodities or commodity contracts; or private placements (with the exception of Rule 144A securities). Further, derivatives, options, or futures for the sole purpose of direct portfolio leveraging are prohibited. Direct ownership of real estate, natural resource properties such as oil, gas or timber and the purchase of collectibles is also prohibited.



University Policy 2116: Investment Policy

Responsible Office:

Senior Vice President for Administration and Finance

Policy Procedures:

Appendix A: Funds Investment Strategies

Appendix B: Public Funds Permitted Investments

Appendix C: Endowment Funds Permitted Investments

Related Law & Policy:

State Depositories, Virginia Code § 2.2-1813 et seq.

Virginia Security for Public Deposits Act, Virginia Code § 2.2-4400 et seq.

Investment of Public Funds Act, Virginia Code § 2.2-4500 et seq.

State and Local Government Conflict of Interests Act, Virginia Code § 2.2-3100 et seq.

Investment of Public Funds Act, Virginia Code § 2.2-4500 et seq.

Security for Public Deposits Act, Virginia Code § 2.2-4400 et seq.

Local Government Investment Pool Act, Virginia Code § 2.2-4600 et seq.

Government Non-Arbitrage Investment Act § 2.2-4700 et seq.

Uniform Prudent Management of Institutional Funds Act, Virginia Code § 64.2-1100 et seq.

State Depositories, Virginia Code § 2.2-1813 et seq.

University Policy 1123, Gift Acceptance

I. Scope

This policy applies to ~~the investment and management of~~ George Mason University's ("University") funds ~~that are not held in~~ by the Commonwealth of Virginia's Department of the State Treasury ("State Treasury").

II. Policy Statement

Investment management is a key component of the University's ~~success and~~ ability to successfully achieve its ~~mission, including financial autonomy while~~ supporting its value of being careful stewards.

Investment Purpose

~~H. — As an Agency of Funds~~

- ~~b. — Non-State Funds shall only be invested in Authorized Investments in a manner to ensure that the current spending requirements Commonwealth of Virginia, the University are supported and has an obligation to ensure that all monies under the University's daily cash flow demands are met.~~

~~B. Donated Funds may be transferred control follow prudent guidelines and adhere to the George Mason University Foundation, Inc. deposit and investment requirements established by the Commonwealth of Virginia. The purpose of this investment policy is to manage and invest on the University's behalf as the University's agent in compliance with agreement(s) between the University and the Foundation. establish investment objectives that:~~

~~H. — Definitions~~

- ~~1) Identify funds that maintain deposit and investment balances;~~
- ~~2) Delegate authority for oversight of the University's investment program;~~
- ~~3) Document investment strategies and permitted investments that comply with Virginia law and are appropriate for each fund's liquidity needs and investment time horizon;~~
- ~~4) Comply with fiduciary, prudence, and legal requirements for the assets of the various funds; and~~
- ~~5) Establish periodic reporting requirements to monitor investment results and compliance with this investment policy.~~

Identification of Funds

The University's funds subject to this investment policy are identified below. These funds may be managed separately or combined based on the University's portfolio investment strategies.

~~A.1) State Funds:—~~ State Funds include tuition and fees, auxiliary enterprises and federal and other monies used for current operations which are deposited into the State Treasury.

~~B.2) Non-State Funds:— or Local Funds:~~ Funds held by the University that do not meet the definition of State Funds and are not transferred to the Foundation. ~~These are also known as local funds~~ Any fund designated as Local Funds may be invested in Public Funds Permitted Investments as stated in Appendix B.

- 3) ~~Donated~~ **Unrestricted Discretionary Funds:** Any funds designated as Unrestricted Discretionary Funds may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 4) **Temporary Operating Funds:** These funds include tuition and fees, auxiliary enterprises and federal and other monies that are temporarily held by the University until remitted to the State Treasury. These monies are subject to the Public Funds Permitted Investment guidelines as stated in Appendix B.
- 5) **Unrestricted Reserve Funds:** Funds established to enable internal lending to any approved project or activity may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 6) **Restricted Capital Project Funds:** Monies received as gifts by the University that are restricted to specific capital projects may be invested in Public Funds Permitted Investments as stated in Appendix B.
- 7) **Restricted Bond Proceeds:** Proceeds of tax exempt and taxable municipal bonds should be invested separately in Public Funds Permitted Investments as stated in Appendix B. Investment may be further restricted by any trust indenture, bond resolution, or similar document related to each individual issuance of the municipal bonds.
- ~~C-8)~~ **Restricted Endowment Funds:** Monies received as gifts and bequests, ~~or gifts made payable to the University~~ shall be invested in Endowed Funds Permitted Investments as stated in Appendix C.

Authorized

Investment Strategies and Permitted Investments: ~~Certificates~~

Investment strategy framework is provided for funds based on characteristics and liquidity needs in Appendix A. Appropriate documentation of the individual strategies shall include defining characteristics of the individual funds, primary investment objectives, risk mitigation guidelines, and performance benchmarks. Permitted investments for each fund include either:

- ~~D-1)~~ **Public Funds Permitted Investments:** Applicable University funds may be invested in security types permitted by the Virginia Investment of Public Funds Act §2.2-4500 et seq. and in bank deposits, U.S. Treasury Bonds and Money Market Funds collateralized under the guidelines of the Security for Public Deposits Act §2.2-4400 et seq. Details of specific permitted investments are stated in Appendix B.
- 2) **Endowment Funds Permitted Investments:** Endowment funds with a long-term investment horizon may be invested in a broad array of sectors and investment types within strategies that balance the risks and duration of investment losses carefully against the long-term potential for appreciation of assets. The investment of funds shall be subject to the Uniform Prudent Management of Institutional Funds Act (Code of Virginia §64.2-1100 et seq.). Details of permitted investments are stated in Appendix C.

Compliance: & Review

~~V.~~The Senior Vice President for Administration and Finance shall oversee this policy and shall routinely monitor and evaluate investment results of all Non-State Funds and Donated Funds on the Funds covered by this policy. The Board of Visitors shall no less than annually review the University's compliance with this policy.

VI.III. Dates:

A. A. Effective Date:—

~~This policy will become effective upon the date of approval by the Board of Visitors.~~

October 10, 2018

B. Timetable for Review:

This policy shall be reviewed every three years or more frequently as needed.

Date Approved by the Board of Visitors: October 10, 2018

Revision Approved: July 31, 2020

**RESOLUTION OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY**

WHEREAS, Investment management is a key component of the University's success and ability to achieve financial autonomy while supporting its value of being careful stewards.

NOW, THEREFORE, BE IT RESOLVED that the University hereby adopts the attached 2020 Investment Policy, Policy 2116, to supersede the 2018 Policy in its entirety, effective immediately.

Adopted: July 31, 2020

Secretary
Board of Visitors
George Mason University

ITEM NUMBER VIII.D.3.a:

SCHEMATIC DESIGN REVIEW – LIFE SCIENCES AND ENGINEERING BUILDING (ACTION)

PURPOSE OF ITEM:

This item requests BOV approval of the Schematic Design for one capital project.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Under delegated capital authority procedures adopted by the BOV, staff shall present all capital projects to the Board at conclusion of the Schematic Design phase. At this stage, the Board will assure themselves that each project remains on track to deliver the project previously authorized.

Under the procedures adopted by the Board, staff is to present a detailed review of each project to two members of the Finance and Land Use Committee. Staff will then make a shortened, summary presentation at the next scheduled full board meeting.

The Life Sciences and Engineering Building Project 247-18000-000, a \$68,634,000 capital project, has completed the Schematic Design phase. The funding for this project is 100% Commonwealth supported VCBA bond proceeds.

The Project is to be located at the Prince William Science and Technology Campus. The new 100,000 GSF, three story building will be located within 2.81 acres immediately north of the Institute for Advanced Biomedical Research (IABR) with an additional 5,000 ASF of backfill at Katherine G. Johnson Hall.

The Life Sciences and Engineering Building is a response to Mason's growth and need for additional highly specialized instructional labs, classrooms, and support spaces. It will support the increasing curriculum focused on science, technology, engineering, and health. The primary users of the new facility will be the Volgenau School of Engineering, the College of Science, the College of Education and Human Development, and the College of Visual and Performing Arts. The program mainly consists of highly specialized, multi-disciplinary spaces that will be used by multiple user groups and are not specifically assigned to or controlled by any one discipline or College/School. The final space program, as defined by the participants from the various groups, will not be organized by departments, but rather around the following typologies:

- Instructional Wet Labs and Support
- Instructional Wet Labs – Bio Chem Intensive
- Instructional Cadaver Labs and Support
- Instructional Dry Labs and Support
- Instructional Computer Labs
- Virtual Reality, Animation, and Support
- Human Performance
- Student Design Spaces
- University Classrooms and Meeting Spaces
- Building Support Spaces

The EIR for the Project was submitted to DEQ for review in April 2020. Mason received review comments from DEQ in May, 2020, which indicates no objection to the proposed project provided regulatory requirements and recommendations included with the DEQ review comments are followed.

The Project was submitted to DEB for Schematic Design and budget review at the end of May 2020. In June 2020 Mason received DEB's Schematic Design budget approval for the amount indicated above and review comments on the Schematic Design drawings. The approved Schematic Design budget was increased with additional VCBA bond authority from the initially approved budget of \$58.9M. The new budget target is consistent with Mason's original estimate of probable cost of \$67M. The design team is currently working on addressing DEB's review comments.

The Life Sciences and Engineering Building was presented at the July 2020 AARB Meeting and received Schematic Design approval with comments.

The design is scheduled to continue through June of 2021 when the Construction Manager at Risk will mobilize to site to begin construction. The construction on the new 100,000 GSF facility is expected to complete to allow for a Fall 2023 occupancy. After occupancy of the new Building, the 5000 GSF backfill renovation will begin in Katherine G. Johnson Hall for a Winter 2023 occupancy.

STAFF RECOMMENDATION:

After reviewing the respective Schematic Design, staff recommends Board approval of the above listed project to proceed through design and into construction.

ITEM NUMBER VIII.D.3.b:

SCHEMATIC DESIGN REVIEW –VERNON SMITH HALL FIRST FLOOR (ACTION)

PURPOSE OF ITEM:

This item requests BOV approval of the Schematic Design of the Vernon Smith Hall First Floor project, #247-190780.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

Under delegated capital authority procedures adopted by the BOV, staff shall present all capital projects to the Board at conclusion of the Schematic Design phase. At this stage, the Board will assure themselves that each project remains on track to deliver the project previously authorized.

Under the procedures adopted by the board, staff is to present a detailed review of each project to two members of the Finance and Land Use Committee. Staff will then make a shortened, summary presentation at the next scheduled full board meeting.

The Vernon Smith Hall project, # 247-190780, a \$3.5M renovation project, has progressed to completion of the schematic design phase and is ready for review by BOV. This project is a sub-project to the overarching technology talent investment program (TTIP) bachelor of science capital funding. The funding is 100% Commonwealth support consisting of \$3.0M of TTIP capital funding and \$500K of commonwealth cyber initiative (CCI) funding. This project is being designed, permitted and constructed under the authority of Arlington County.

The first phase of the project will renovate the recently leased 13,000 GSF of space in Vernon Smith Hall adjacent to the George Mason University's Arlington Campus. The project goal is to provide space for programs and functions that will support academic instruction in computing to expand and promote the number of Mason graduates in computing and information technology related fields. With close proximity to the proposed IDIA, the project is intended to serve as a pilot to support private/public work collaboration, entrepreneurship and workforce development for the tech industry.

The scope of work includes a partial first floor renovation to space previously occupied by GDIT and vacated in 2017 and will result in a fully upgraded first floor. It is being designed

as state-of-the art space which is highly flexible yet secure and technology and power intensive. The educational private/public collaborative entities are Mason, CCI, Cymanii, a private industry partner/tenant (NextUp), as well as a School of Law pro bono entrepreneurship law clinic. These functions are all planned around a large open collaborative space which includes a mix of moveable/flexible seating/work spaces and a kitchenette.

Program includes;

12 small offices/meeting rooms

2 medium meeting rooms for 8 people

2 training rooms/classrooms for 24-30 people

CCI and Cymanii lab space

Informal open work areas

The spaces will be designed with simple, clean finishes to include: polished concrete floors and open ceilings in the labs and collaborative spaces, typical acoustical ceiling tiles and carpeting in all offices and meeting rooms. The existing mechanical equipment that serves the floor is in good operating condition and will be reused to the fullest extent possible.

The second phase of the project is about just starting the design process and will renovate 3000 GSF on the lower level of Vernon Smith Hall. The second phase is not considered for review in this meeting.

The design on the first phase is scheduled to continue through July when this phase of the project will be put out to bid for a general contractor. An award is expected to be made to allow for the expected completion on the 13,000 GSF renovation in late Fall 2020 occupancy.

STAFF RECOMMENDATION: After reviewing the respective Schematic Design, staff recommends Board approval of the above listed project to proceed through design and into construction.

ITEM NUMBER VIII.D.3.c:

SIX-YEAR CAPITAL PLAN (ACTION)

PURPOSE OF ITEM:

This item provides information on the upcoming annual submission of University's Six Year Capital Plan for Board approval.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

George Mason annually submits a six-year capital plan to the Virginia Department of Planning and Budget (DPB). The deadline for submission typically occurs in late-June or early July.

Given the economic impact of this year, the submission date has been delayed and yet to be determined. Also, it is believed that the guidance for the submission will ask for limited submission. As such, the George Mason is proposing to submit the only the first biennium of the six-year plan for DPB consideration.

The draft capital list on the following page represents the total proposed six-year plan and represents our relative priority for future funding requests.

STAFF RECOMMENDATION:

Approval of the capital projects listed on the following page.

George Mason University

2021-2027 Capital Plan

PROPOSED PROJECTS FOR SUBMISSION TO DPB FOR LEGISLATIVE CONSIDERATION					
Priority	Project	Prior Approvals	Current Phase	Funding Source	Request Amount
1	Improve Telecom/ Network Infrastructure Phase III	Phase I - First requested in FY 2008 FY 2018 \$11.4M TPC requested with \$673K planning approved NGF ⁽¹⁾ Phase II - First requested in FY 2018 FY 2021 \$45.215M TPC requested with \$23.25M TPC approved GF/NGF	Ph. I - Planning Ph. II - Planning Ph. III - Pre-Planning	GF <u>NGF (0815)</u> Total	\$14.25M <u>\$9.75M</u> \$24M ⁽²⁾
2	Aquatic and Fitness Center Reno		Pre-Planning	NGF (0815)	\$10M
3	Virtual Online Campus	FY 2021 \$500K planning approved NGF ⁽¹⁾	Planning	GF	\$11.5M
4	Construct Academic VIII-STEM (200,000 GSF)	FY 2020 \$200K pre-planning approved but not initiated NGF (internally) FY 2021 \$7.5M planning approved NGF ⁽¹⁾	Planning	GF	\$180-190M
5	Business School Building (200,000 GSF)	FY 2018 \$70M -\$80M TPC approved by BOV for NGF (0302) FY 2018 \$171K pre-planning approved NGF FY 2020 \$165M TPC approved by BOV for NGF (0302)	Pre-Planning	GF <u>NGF (0302)</u> Total	\$125M <u>\$40M</u> \$165M
6	Renovate Planetary (S&T I) Hall (100,000 GSF)		Pre-Planning	GF	\$78.375M
7	Renovate and Addition David King Hall (86,000 GSF, Reno: 60,000 GSF New)		Pre-Planning	GF	\$98.25M
8	Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)		Pre-Planning	GF	\$60M
9	Renovate Enterprise Hall (Reno: 100,000 GSF)		Pre-Planning	GF	\$55.5M

Notes:

(1) NGF to be converted to GF when approved to be moved to construction pool.

(2) TPC for Phase III only.